

STARTING OVER:

Q2 2020

THE NEW

FUTURE OF WORK

A WHITEPAPER

**BY REDSCOUT
IN PARTNERSHIP
WITH
INSPIRED CAPITAL**

**Redscout and Inspired Capital
partnered to examine the changes
that are reshaping work.
We analyzed the behavioral shifts
we see across every facet of
work life, and we envisioned
what might come after this period
of transformative change.**

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Redscout

is a strategy and design consultancy and we call each other Scouts. We are a team of strategists, designers, and client services who create new brands, experiences, and businesses for ambitious clients. Our (pre-COVID-19) offices are in NY and LA, but our best thinking happens in field— whether we're across the globe or down the block.

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1 WORK-LIFE BALANCE P6

2 LEADERSHIP P10

3 MANAGEMENT P14

4 PURPOSE P19

5 COLLABORATION P23

6 FUTURECAST P26

WELCOME

Almost overnight, COVID-19 radically transformed the way we work. Those of us fortunate enough to be able to work remotely have had to reimagine life, work and all the in-betweens as our living rooms became our conference rooms. Remote work suddenly became a new reality for much of the desk-bound workforce when we were forced to retreat into quarantine. And our ability to continuously work from home is single-handedly keeping the white-collar economy afloat.

Before the pandemic, less than 4% of American employees worked from home full time.¹ Today, that number has jumped to about 50%.²

This whitepaper explores how people are adapting to the dramatic change of forced distance working and how it will come to shift behaviors and expectations for years to come. We carried out in-depth interviews with professionals, CEOs, and business leaders working from home, as well as a national survey of 300 respondents.

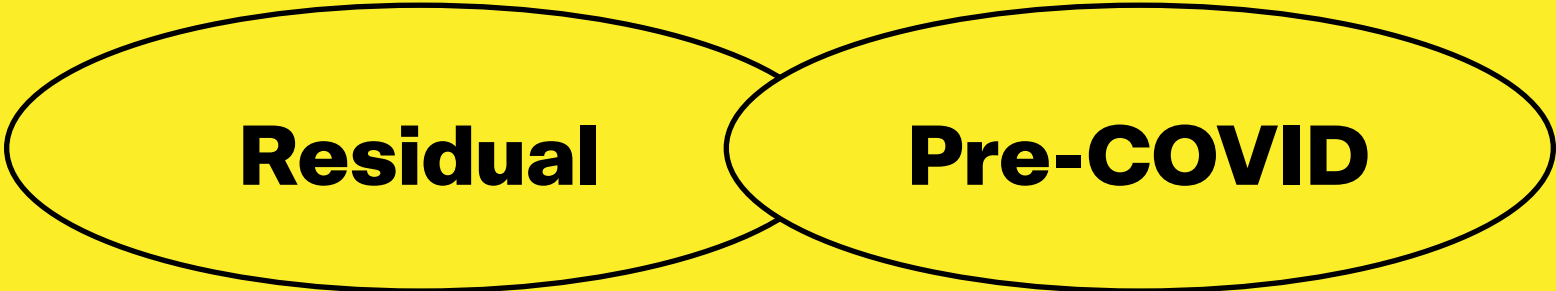
We found that work has taken on a new purpose in people's lives, becoming the stabilizing anchor to cope with a chaotic, unpredictable future. Work is no longer just work. It's what fills our otherwise empty days with stimulation, novelty, structure, and social connection. And for better or worse, this massive remote work experiment is fundamentally changing what we will expect from work for years to come.

“In quarantine, work is the microcosm of the outside world.”

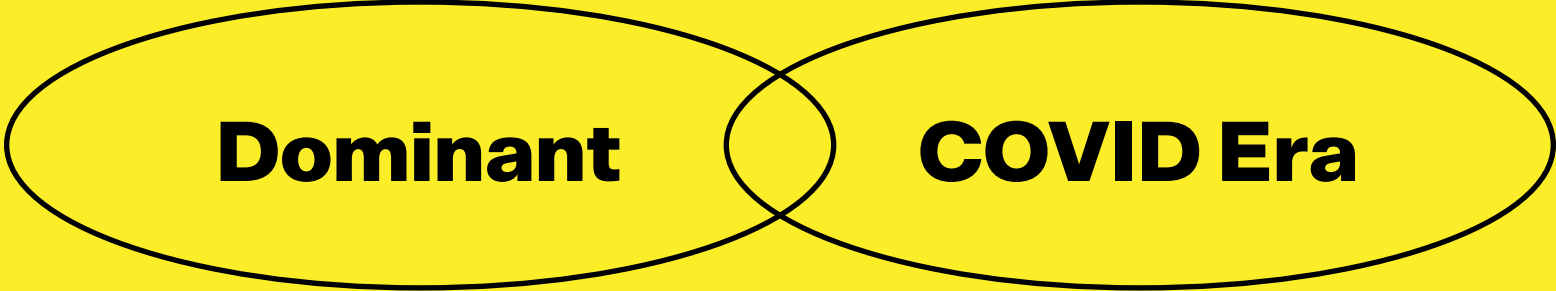
→ Patrick S., Furloughed Retail Worker, New York

RESIDUAL, DOMINANT, EMERGING

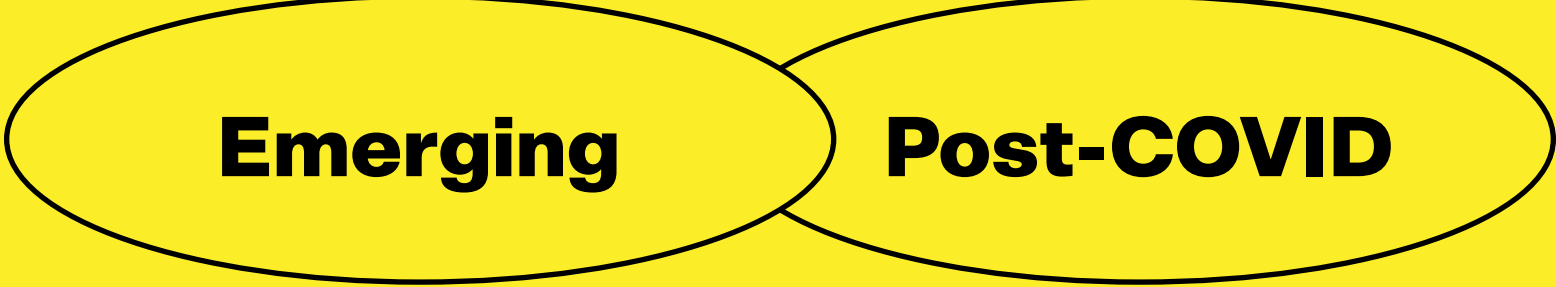
In order to forecast cultural change, we have to examine recent history to project where we might go in the future. To this end, we've applied a framework that considers three factors: residual, dominant, and emerging cultural cues.



Elements of culture that still influence our current moment, but are not 'of the moment'. In this whitepaper, residual culture describes our life pre-COVID.



Elements of culture that are unique to now, and that are shaping our society in real time. In this whitepaper, dominant culture describes our life at present, during COVID.



Elements of culture that are new, adopted by thought leaders and that we believe will become dominant in the future. In this whitepaper, emerging culture describes our life in the future, post-COVID.

WORK-LIFE BALANCE

Work-life balance used to be a vital pursuit, but as we're all stuck at home, setting boundaries is less of a priority. As burnout starts to loom, workers will want to take control of their schedules by restructuring their work days around their personal lives.

“We’re about 10 weeks into laying the bricks of a really beautiful improved society where work better fits into our lives.”

→ Alexa von Tobel, Founder & Managing Partner at Inspired Capital

Residual

‘Always on’ expectations made work-life balance a priority.

Personal technology created the expectation for employees to be always available. Full-time employees in the U.S. work an average of 47 hours per week—a full workday longer than the standard 9-5 and one of the highest figures in the world.³ But expectations started to change as younger workers began demanding better work-life balance. To attract the best talent, industry leading companies met their demands with lustrous benefits like unlimited PTO, wellness programs, and generous parental leave policies. With these shifts in place, work-life balance—ever sought after but often elusive—was beginning to feel within grasp.

“Americans are taking off nearly a week less than they did 15 years ago. The study also found workers took an average of 16 days of vacation in 2013, compared to 20 days off from 1976 to 2000.”

→ Oxford Economics x GfK survey (2014)

Dominant

As work and life blur, boundaries feel less worth fighting for.

As our living spaces are repurposed into our work spaces, we’re blurring the lines between work and life. In a new reality of long, empty days spent sheltered indoors, ‘work’ has become much more interesting than ‘life’—it’s where we keep our minds active and experience novel stimuli, where we connect with the outside world, and where we feel we can make an impact. For many of us, work is the only source of purpose, newness and challenge that we can rely on while in quarantine.⁴

“We’ve seen a surge in demand for our product, which means we’ve been working a lot more. And I told everyone if you’re feeling nervous about the broader world, it may be helpful to channel that energy into your work—and I think that’s what people did.”

→ Adam Nathan, Founder and CEO of [Almanac](#)

Emerging

Holding onto our newfound autonomy, we’ll restructure our workday to flex around our lives.

This period of distance working has debunked the age-old myths around remote work’s inefficiency. Lost productivity? Doesn’t look like it. Higher absenteeism? Quite the contrary. Increased costs? Try again.⁵ Instead, we will recognize the benefits of a flexible workforce, and employees will continue to take control of their schedules, seamlessly intertwining work and leisure hours together. Adam Nathan, CEO of Almanac, believes there’ll be more of “a default to flexibility” after this. John P., a soon-to-be retired insurance salesman based in Florida, tells us he feels like he has more control over how his workday looks. Expect more early morning emails, mid-day workouts, afternoon childcare sessions, and late night Slacks.

“I’ll want more work-life balance”

is the #1 choice for how people think this pandemic will change the way they work.

→ Redscout x Inspired Capital national survey

WORK-LIFE QUESTIONS

We're Asking

Flexibility & autonomy promise more free time, but will it mean we end up working more?

Workers are already reporting working longer hours and not setting hard boundaries between their work and their life. As we continue to embrace flexible hours and increased autonomy, we must ensure that employees don't burnout.

What happens to people who are entering the workforce when they're now competing for jobs on a global stage?

As employers embrace remote work policies, they'll realize they are no longer limited to recruiting within certain geographies. Recent graduates looking to enter the workforce will have to up their hard and soft skills to be competitive for jobs that previously had fewer applicants.

If everyone's on their own schedule, how will we manage time sensitive tasks?

Asynchronous schedules promise many benefits, but will create added challenges for industries where decisions have to be made on tight timelines. Companies in these categories will have to innovate to ensure that employees get notified quickly, and are able to access relevant information on the go.

A DAY IN

To understand how schedules are changing, we asked **Mia Hildebrand**, a senior writer/producer at HBO, to keep a WFH diary of a typical workday in May, 2020. She lives in New York City and is sheltering-in-place in Burlington, Vermont with her fiancé's family.

8.15 Got out of bed and immediately checked my emails

11.10–11.20 Unpacked and packed the dishwasher

2.00–2.10 Scanned Facebook/internet and responded to emails

7.10–8.30 Went for another walk at a farm nearby

8.15–8.45 Showered and got dressed for the day

11.30–12.30 Zoom meeting

2.00–5.40 Worked on edit notes and responded to some more emails

8.30–10.30 Back to work with ice cream and a glass of wine

8.45–9.00 Made coffee and ate breakfast (it was half a bagel with cream cheese. I miss New York!)

12.30–1.15 Went for a walk

5.40–6.40 Ate dinner with my fiancé's family and had a glass of wine

10.30–11.37 Watched a couple episodes of The Office

9.00–11.00 Got up to speed — lots of emails, Slacks and prepping for today

1.15–1.50 Ate lunch while Slacking with coworkers

6.40–7.10 Responded to more emails!

11.37–11.45 Got ready for bed

11.00–11.10 Prepped call with my coworkers

1.50–2.00 Purchased flowers online for Mothers day

11.45 Goodnight!

THE LIFE

LEADERSHIP

In this moment of uncertainty, leaders are forced to forgo the old rules of corporate hierarchies and instead show they're in the trenches with their employees. As the economy starts to pick up again, leaders will have to move from being relatable figures into aspirational ones, so they inspire workers to be leaders in their own right.

“When a leader invites people to be who they are, they unequivocally perform better long-term.”

→ Alexa von Tobel, Founder & Managing Partner at Inspired Capital

Residual**Leaders epitomized corporate authority.**

Traditionally, leadership responsibilities were bestowed upon the most tenured employees that had proven their commitment and dedication to the organization. Many leaders created distance between the upper levels of management and the rest of the workforce by putting in place strict hierarchies and social rules that demanded respect.

“Defined hierarchy. Commanding leadership. These corporate ligaments secure firms in the face of threats and unify them against competition. Few beliefs are more widely held in business.”

→ Stanford GSB, Rethinking Hierarchy in the Workplace (2017)

Dominant**Leaders are showing up as relatable colleagues.**

Now, facing unprecedented challenges and “a new normal,” leaders are being transparent and open about not having all the answers. They’re not afraid of being vulnerable—even CEOs and Governors are crying on TV.⁶ Instead they focus on fostering a collective sentiment of being in this together, on the same terms as their employees. In this moment of crisis, it will become clear which leaders are effective at steering their organizations, and which aren’t.

Marriott’s CEO Arne Sorenson committed to forgoing a salary for the remainder of the year and cutting those of his executive team by 50%.

→ Inc, Marriott’s CEO Shared a Video With His Team and It’s a Powerful Lesson in Leading During a Crisis (2020)

Emerging**Leaders will model the aspiration we want to embody for ourselves.**

Going forward, we will likely welcome a new class of CEOs that set a new standard on what it means to be a leader. We might steer clear from ‘hero-leaders’ that claim to be the singular solution to a company’s successes, and instead celebrate the leaders that empower other people to be leaders in their own right.

“It’s important to coach people to be aspirational. When you do that, people come to every engagement wanting to be the best possible version of themselves.”

→ Ann Marie Sastry, Founder and CEO of [Amesite](#)

LEADERSHIP QUESTIONS

We're Asking

Employees will be expected to adopt an entrepreneurial spirit, but how will we train them to do so?

Being a self-starter is considered a personality trait, not a teachable skill. As organizations require more autonomous work, leaders will have to consider how to explain, teach and model the 'entrepreneurial mindset.'

What will happen to traditional hierarchies if employees across all levels take on more responsibility and accountability?

Senior executives will encourage employees across all levels to be leaders in their own right. As employees live up to those expectations, companies will have to quickly adjust their hierarchies to ensure employees are incentivized to keep up their efforts.

Will leaders rethink their definitions of professionalism, after they've shown a more empathetic and vulnerable side themselves?

We are getting closer than ever to our leaders, seeing their homes, their family dynamics and talking more openly about mental health. As we return to the office, leaders will have to model a new definition of professionalism.

Schedule time for deliberate introspection.

The moments of friction that we've lost—like taking the train or finding a parking spot—were actually moments for reflection. We need to find time for focused introspection so that we can better process our thoughts.

Take time to shovel your neighbor's driveway.

It's important for employees to maintain social ties and family life outside of the office. Ann Marie tells her employees that if it's a choice between running an errand for your elderly neighbor or coming to work on time, then take care of the errand first—“then comeback and tell the hero story and we'll celebrate that.”

Encourage your employees to take wellness breaks.

Ann Marie encourages her employees to take three short wellness breaks a day, where they can get up and away from their desks. It helps colleagues refocus—and get away from their screens for a few minutes.

LEADERSHIP

Create opportunities for organic communication.

Invite employees to start Slack channels where like-minded employees can talk about shared interests and passions, or activities like a game hour where people can chat while they're playing. Organic communication between employees helps to boost morale and strengthen company culture across the organization.

Encourage a judgment-beats-rules environment.

Rules that are put in place to be implemented across an organization should be as few in number as possible. Ann Marie's company nurtures a judgment-beats-rules environment so that everyone is encouraged to use their best judgment when it comes to making day-to-day decisions about work that grow their own leadership skills, as opposed to creating too many strict company policies.

Flexibility is key to a healthy and productive work environment.

Organizations need to empower their employees to take initiative in regards to what working strategies are most beneficial to them. Being flexible to the individual needs of each employee allows them to do their best work—on their own terms.

Leaders are facing an unprecedented challenge: how do they deliver results during an economic downturn while also caring for their employees during a global pandemic? **Ann Marie Sastry** is the Founder and CEO of Amesite, an AI-powered software company that delivers online learning courses on its platform. Previously, she was a Professor of Engineering at the University of Michigan, and a co-Founder and CEO of Sakti3. We talked to Ann Marie to get a better understanding of what leaders can do to foster a better working environment for their employees during this moment.

TIPS

From Ann Marie Sastry

MANAGEMENT

Mid-level managers who used to focus principally on overseeing performance are now taking bigger roles in fostering a sense of company culture within the microcosms of their teams. In the future, managers will go one step further and play a much more emotional role in supporting their individual employees' well-being.

“We all have a responsibility to check-in on each other. The old rules no longer apply.”

→ Karsten Vagner, VP, People at [Maven Clinic](#)

Residual

Managers oversaw performance, leaving personal life out of the equation.

Traditionally, the role of a manager has been to delegate and supervise the work of others, to ensure that end deliverables meet quality standards. A good manager was one who understood their teams' unique strengths and played up to them, so they could perform at their best. It meant turning "one person's particular talent into performance."⁷ But it also meant walking the fine line between personal life and work, often leaving the emotional outside of the office in the name of professionalism.

"There comes a point where you become management and they become employees. You just have to realize that boundaries protect everybody."

→ Inc, How Managers Can Avoid Getting Too Close to Their Employees (2018)

Dominant

Managers are stepping up by stewarding team spirit and company culture.

To avoid widespread feelings of isolation, mid-level managers are stepping in to create a sense of workplace culture within the microcosms of their teams: daily team stand ups or virtual happy hours are now commonplace practices. Creating ways for employees to socialize is one of the best things a company can do during distance working.⁸ In these instances, managers are taking time to temporarily put work aside, check-in on their teams, and listen to their needs in a time of crisis.

"My team meets every day for 15 minutes, and it's not a business driven call. It's a socially driven call to see if everyone is physically and mentally okay."

→ Amy Roy, Chief People Officer at [Namely](#)

Emerging

Managers will become accountable for nurturing employees' well-being.

The shifts that COVID-19 has brought upon us will bring greater appreciation for mental health issues that may have been previously left by the wayside. Going forward, managers will be expected to show up for their employees in ways they never did before, checking-in on them personally and breaking boundaries that might have previously felt unprofessional. Great managers will be those who realize that taking care of their employees on a personal level is the way to help them to do good work.

"You show up for your organization 50 weeks a year. This is an unprecedented moment where your organization needs to show up for you."

→ Alexa von Tobel, Founder & Managing Partner
Inspired Capital

MANAGEMENT QUESTIONS

We're Asking

How will we quantify and reward intangible management qualities like empathy and emotional support?

Many managers are developing new, important soft skills that help their teams. Companies will have to think through how to account for, measure and reward empathy and emotional support.

Will more trusting relationships between managers and employees fundamentally loosen company-wide policies?

A successful remote work policy is one predicated on trust between manager and employee—less micromanagement and more flexibility to get the job done. Trusting managers will be more likely to make exceptions and create exceptions to company-wide policies around mandatory working hours, designated PTO, and sick days.

How will managers personalize their approach to employees without playing favorites?

As managers proactively check-in with employees on a personal basis, they'll develop closer relationships with some more than others. When time comes for performance reviews, managers will have to be more intentional about leaving their personal affinities to the side, so they can guarantee a fair evaluative process.

**IN THE FIRST
MONTHS
OF 2020,
WE FAST
FORWARDED
TO 2030.**

**ALEXA
VON
TOBEL**

ADAPTING TO A NEW NORMAL

93%

Reported that their workday has changed, with 46% saying that they are working longer hours

How will prolonged WFH change the way you work?

66%

Will want to work from home more often post Covid

12%

Will go back to their old ways of working

36%

Reported knowing how to efficiently do their job remotely

32%

I'll want more work-life balance

18%

I'll want more work flexibility

3%

I'll want to do more creative work

5%

I'll be more focused and work harder

6%

I'll want more structure and direction in my work

11%

Nothing will change

11%

I'll want to do more meaningful work

14%

I'll want more job security

We conducted a nationwide survey with professionals working from home to understand how attitudes and behaviors are changing due to forced, prolonged distance working. We found that we're adapting quickly to being 100% remote, developing new preferences and habits that are here to stay.

PURPOSE

We're realizing that a compelling purpose is worth so much more than a marketing tool; it mobilizes employees to act fast in the face of daunting crises. Going forward, purpose won't just serve as a filter for unilateral action, but it will also inform how companies can collaborate towards the greater good.

“When you anchor your company in a higher purpose, you help people be part of something greater than themselves.”

→ Adam Nathan, Founder and CEO of [Almanac](#)

Residual

Purpose was placed front and center as consumers started to look for brands that stood for something meaningful.

Traditionally, company values were communicated outwardly in an effort to win the hearts and minds of consumers looking to buy products and services that echo their aspirations and beliefs. We're living in a time when "the public expectations of a company has never been greater."⁹ As consumers began to expect more social responsibility from businesses, purpose and values became a key way for brands to prove their commitment.

"Almost two-thirds of consumers would rather purchase from a company that reflects their own personal values."

→ Accenture, To Affinity and Beyond (2018)

Dominant

Purpose rallies the workforce in the face of crisis.

Today, leaders are leaning more heavily on brand values to unite their workforce and inspire tenacity and resilience in this moment. Repeating company values helps cultural cohesion so teams are able to swiftly navigate emerging and unfamiliar business challenges together, while working towards a shared goal and a higher purpose— even when it might require some sacrifice.

"Our virtues are a really good way of reinforcing that the team is making decisions and behaving in an aligned way with qualities we think will lead to our success."

→ Adam Nathan, Founder and CEO of [Almanac](#)

Emerging

Purpose will unite communities to take collective action.

Having learnt the power of collective action, we'll see increased collaboration across company and category lines. Organizations with similar purpose and values might come together to increase their impact and tackle issues that "no single stakeholder can address."¹⁰ Successful organizations will be remembered for rising to the challenge, building mutually beneficial relationships and putting the greater good before the good of them alone.

"Apple and Google are joining forces to build software to track the coronavirus— an unprecedented collaboration between two giants and rivals."

→ Wall Street, Apple, Google to Turn Smartphones Into Coronavirus Tracking Devices (2020)

PURPOSE QUESTIONS

We're Asking

As people expect more from business, will social responsibility ever come to trump commercial interest?

Confronted with an overwhelmed healthcare system and a government that is slow to act, we're realizing private businesses need to step in to care for our communities. Companies will have to skillfully navigate tough decisions when conflicts of interest arise between 'what's profitable' vs. 'what's right'.

How will companies draw the line between when to collaborate vs. compete?

Having a newfound understanding of the power of collective action, companies might collaborate with other businesses they used to compete with. We will have to wait and see how leaders balance collaboration for the greater good, while keeping a competitive advantage over rivals.

In today's cancel culture, how will companies prove the integrity of their purpose even in the face of missteps?

After witnessing the fragility of our way of life, we'll be even more inclined to buy from brands we believe are doing good. When companies don't live up, or worse, contradict their purpose, they'll have to quickly and wholeheartedly own up to their mistakes to avoid being 'cancelled.'

HOW TO FOSTER A PARENT-FRIENDLY ENVIRONMENT

From Karsten Vagner

Forced to juggle their employee and caretaker responsibilities simultaneously, parents are experiencing unprecedented levels of stress, anxiety, and exhaustion.¹¹ As of late March, 57% of mothers and 31% of fathers of children under 18 reported their mental health had declined during this crisis.¹² We talked to **Karsten Vagner**, VP of People at [Maven Clinic](#) and father of a three-year-old daughter, about how companies can take better care of their parent employees during such a demanding time.

Identify who on your team is a caretaker and ask them what they need.

Because every situation is different and no one benefit is going to be a fix-all. In his recent conversations with parent employees, Karsten uncovered that what his team really needed wasn't more resources, but more understanding and empathy around their situation.

Adjust expectations and make room for more flexibility.

There's no question about it: "it's unreasonable and impossible to ask a working parent to be able to perform in the same way they were when they had childcare," says Karsten. While there's obviously a need for business continuity, managers can support working parents by focusing on setting clear individual objectives and goals, and emphasizing outcomes over hours. Trimming down non-essential meetings and avoiding same-day internal deadlines can also help with empowering working parents to be productive in ways that work for them.

Educate the entire company so everyone can play a supporting role.

It's not enough for leaders to give parents the greenlight to ask for more flexibility. Leaders need to clearly communicate why parent well-being is a company-wide priority and how non-parents can support their parent counterparts. Small gestures like adjusting meeting times and deadlines, or even having other team members jump in to help critical work get finished can go a long way.



COLLABORATION

The white-collar economy is rethinking the value of face-to-face collaboration, seeing firsthand it can be just as efficient online. In the future, companies will optimize their working styles to take full advantage of the virtual medium by embracing asynchronous towards collaboration.

“Our society was built on the opinions and values of the few, but now we’re building a new society—and work—by and for diverse perspectives.”

→ Alexa von Tobel, Founder & Managing Partner at Inspired Capital

Residual

Employers revered face-to-face collaboration above all.

Managers used to be skeptical about letting their employees work from home in fear of dwindling productivity and less efficient workflows. In-person meetings were vital to creating a robust company culture, and open-office plans became more ubiquitous as a way to encourage face-to-face collaboration between team members.

“The myth of the open office... its promises—of collaboration and innovation—are sacrosanct. In 2010, 68% of people worked in an office with either no walls or low walls—and the number has undoubtedly grown.”

→ Fast Company, Everyone hates open offices (2019)

Dominant

Forced to adapt quickly, employers are recreating the office online.

Almost overnight, the way we conduct work has been forced to radically transform. All the processes that were put in place to foster in-person collaboration had to be adapted for the digital realm. Even the everyday mundane office moments have been reimaged for the virtual format—water cooler chats have been codified into 15-minute daily check-ins, while happy hours are being rescheduled for Zoom.

“We’re doing a lot more larger team and company-wide meetings. Our monthly meetings have turned into weekly meetings, and it usually includes a check in on how we’re doing at home.”

→ Blake R., Full-time Tech Worker, Los Angeles

Emerging

Employers will adopt asynchronous workflows, but will need to foster moments of connection to succeed.

We will move towards taking full advantage of the virtual medium by embracing asynchronous collaboration. Employees will rely less on working simultaneously and more on producing outputs on their own schedules that they can relay to teammates across different time zones. But, as we embrace asynchronous models, we will have to find new ways to nurture relationships between teammates. To operate in this new context, organizations should consider implementing periods of time for “bursty communication” (where team members can communicate with each other quickly during short periods of time), followed by longer periods of heads-down time.¹³

“When you shift to asynchronous, your decisions can take longer, but they’ll be a lot better.”

→ Matt Mullenweg on Sam Harris’ Making Sense, New Future of Work (2020)

COLLABORATION QUESTIONS

We're Asking

As collaboration enables new types of employees to thrive in the workforce, how can organizations ensure they don't succumb to age-old biases?

Because asynchronous work allows employees to digest information at their own pace, it opens up opportunities for additional people (e.g., introverts or non-native English speakers) to have their voices heard. Companies will have to rethink their pre-existing assumptions when they recruit talent, so they can invite those voices in.

If the norm becomes handing off work to each other, what will happen to all the creativity that came from spontaneous exchanges?

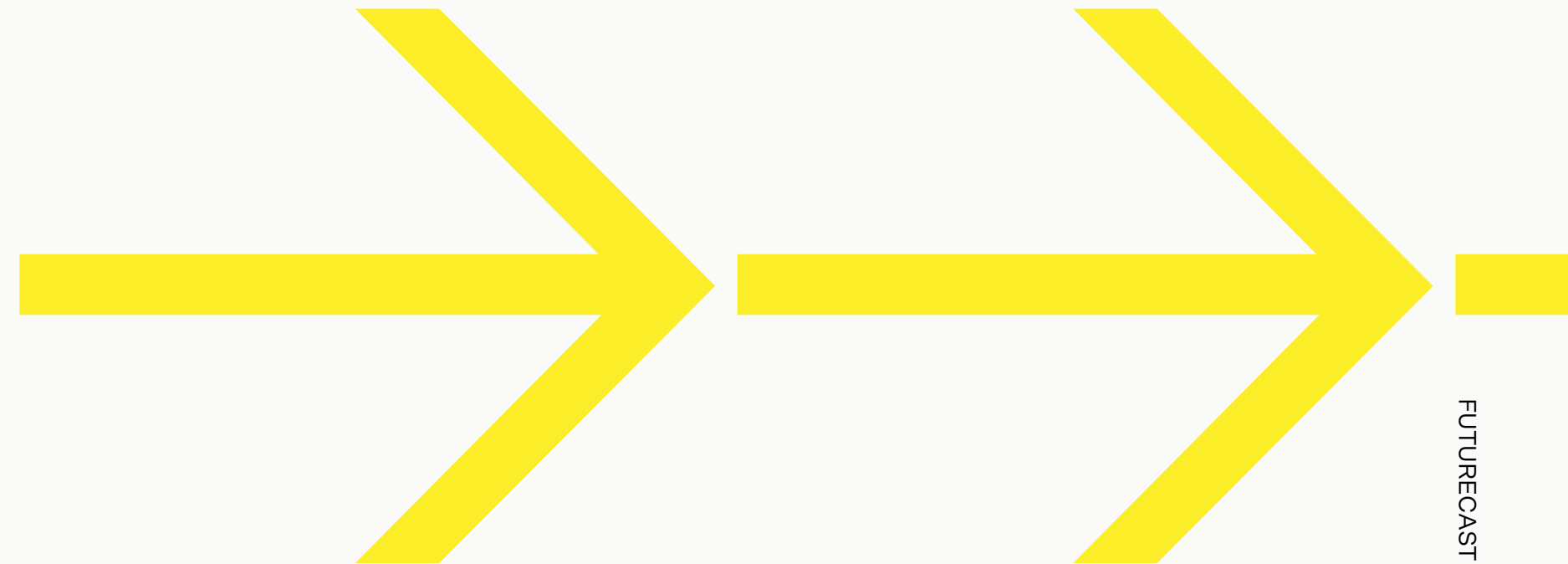
While creative thinking can come from codified processes, it also thrives when we least expect it — in moments when we let the mind wander and have random exchanges with co-workers. Companies will have to be more deliberate in recreating spontaneous moments of connection amongst employees, if they want to foster a creative environment.

Will the isolation that asynchronous workers feel outweigh speed and productivity benefits?

Asynchronous collaboration promises a more efficient workforce that can operate around the clock, but it doesn't account for the weight isolation can carry on individual productivity. Companies might have to combat employee isolation in new ways if they want to take full advantage of an asynchronous model.

FUTURECAST

The only prediction we can make with certainty is that nothing will be the same. As the immediate threat of COVID-19 softens, and companies continue to improve their remote working skills, the working world that we return to, will undoubtedly be different than the one we left.



Positive Forecast: Employees will work on their own terms.

As we look to the future, employees might become happier at work.

A lot of workers are enjoying working from home and embracing the newfound autonomy they have over their schedules. Employees might look to work from home a couple days a week to get heads-down time (something sorely missed in modern open space offices), and schedule full days of collaborative face-to-face meetings. This will create a more humane and flexible work culture that rewards getting the job done, rather than judges how work is done.

We might embrace new, unconventional paths to success.

With less full-time jobs available, people might look to complement their income through additional gig-work. We might also see more people take sabbaticals in between full-time jobs or freelance projects to focus on their personal lives. And as jobs become less tied to physical locations, it will be easier for people to stay longer in their careers and perhaps embrace part-time retirement.

Businesses might take better care of their employees and communities.

In the face of unprecedented challenges, companies are beginning to understand the essential role they play in societal crises. After years of marketing their brand purposes to consumers, we might see leaders rise to the occasion and begin to take their purpose more seriously, with an eye towards benefiting the greater good.

Employees might surprise themselves at how quickly they can adapt to new challenges.

With COVID-19, we're realizing that we can move a lot faster than we ever thought we could. Product pivots and innovation work streams that used to take months of planning and bureaucracy are happening in weeks as employees work more closely and goals become clearer. We might see legacy organizations and brands behave like startups, embracing innovation, checking in more consistently with their consumer communities and pivoting more quickly.

Negative Forecast: Employers will dictate all the rules of employment.

Looking ahead, employers might take advantage of their new position of power.

In the face of a recession, employers that have enticed talent with high salaries and bountiful benefit packages, might find that they now hold all the cards and get their pick. We might move from an employee's market to an employer's market where lower salaries and less generous benefits still attract top talent.

We might see more competition for fewer jobs.

Employers might not want to pay higher salaries that can cover workers' living expenses in urban areas and might go looking for talent in new places, with lower salary requirements. We might also see more jobs move overseas. As employers see proof of jobs being successfully managed remotely, there might be less need to keep those jobs stateside.

Employers might expect even more from their employees.

Throughout quarantine, employees are creating new work habits and might find it hard to step away from work on the weekend, or after the day is done. With workers not setting clear boundaries between work and life, managers might grow to expect longer hours and an always-on mentality. Employers might want to institute employee monitoring and productivity tracking to ensure that their workforce remains dedicated and highly engaged.

Lastly, discrepancies between the nation's haves, and the have-nots, might continue to deepen.

Inequality was already rampant in America, but this crisis is only making matters worse. The virus is laying bare profound healthcare and economic inequalities that are disproportionately affecting communities of color and low-income families. Just like in previous recessions, these communities will take longer to recover, placing them yet again at a disadvantage. Even for people with the privilege of having healthcare and 401(k) benefits through their employers, an impending recession might compromise their employment and therefore their health and long-term financial future.

THANK YOU

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