

# The Future Of Work: Unlocking Human Potential

Dan Lyons  
September 2022



## Whoever Does This Best, Wins

“In five years, `remote work` will just be work, and `remote operations` will just be operations.”

Darren Murph  
Head of Remote, GitLab





OPINION

# Congratulations! You've Been Fired

By Dan Lyons

April 9, 2016



“Graduation.”



Henning Wagenbreth

AT HubSpot, the software company where I worked for almost two years, when you got fired, it was called “graduation.” We all would get a cheery

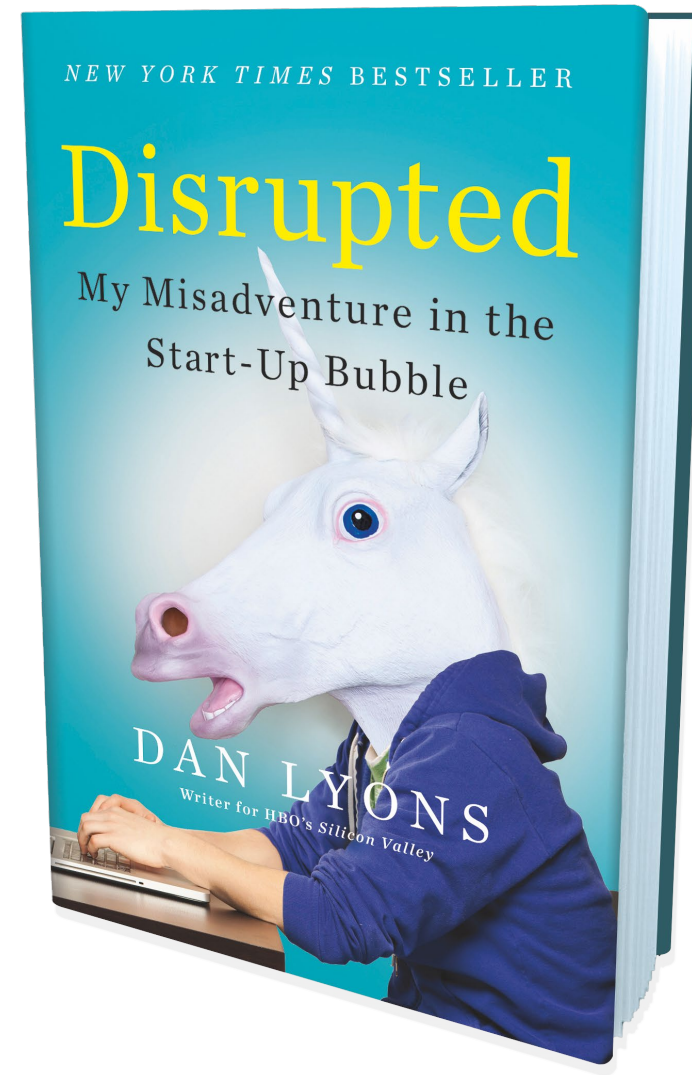
# The New Economy Workplace

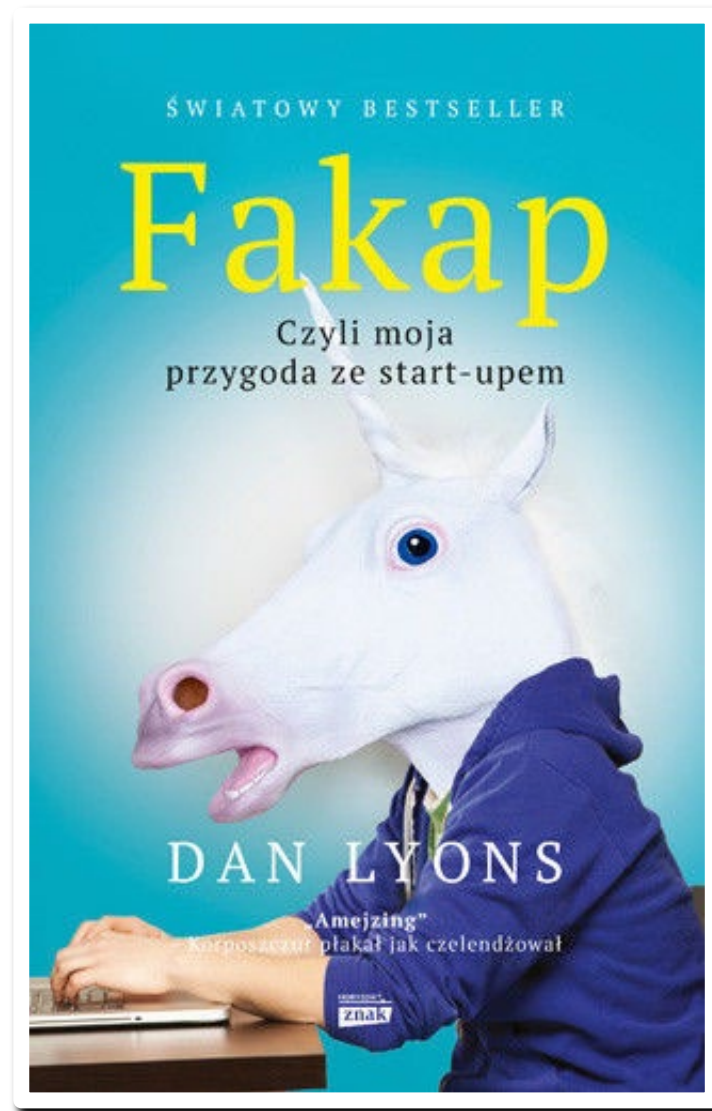
Not all it's cracked up to be.

Shiny trinkets. Distraction from what's being taken away.

Tech-driven.

Myths about Millennials.





ŚWIATOWY BESTSELLER

# Fakap

Czyli moja  
przygoda ze start-upem

DAN LYONS

"Amejzing"  
Korporacja płakała jak czeladź

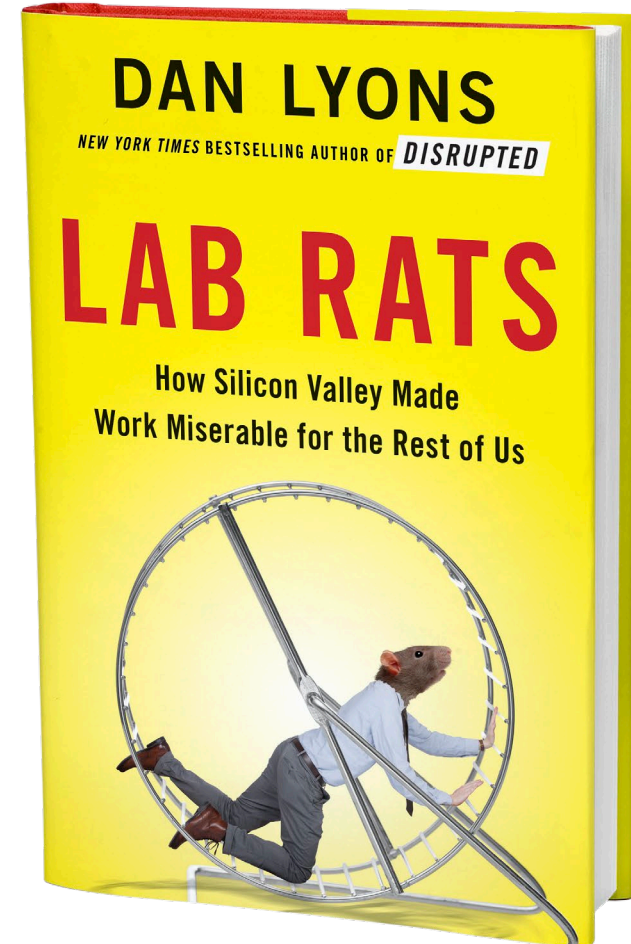
znak

# Why Is This Happening?

People pushed too far.

What they really want: job security,  
career development, benefits, day care.

Not beer and ping-pong.




**THE**  
Building a  
**HARD**  
Business When  
**THING**  
There Are No  
**ABOUT**

**ZERO**  
TO  
**ONE**

Adapt to the Future,  
Invest in Yourself,  
and Transform Your Career

#1  
New York  
Times  
Bestseller


**the  
start-up of  
YOU**



Reid Hoffman  
cofounder and chairman of **LinkedIn**  
and  
Ben Casnocha

NEW YORK TIMES  
BESTSELLER

**The  
Alliance**  
managing talent in the networked age



REID HOFFMAN  
Cofounder and Chairman of **LinkedIn**

BEN CASNOCHA | CHRIS YEY

HARVARD BUSINESS REVIEW PRESS

From Co-Creator of  
**NETFLIX**  
Culture Deck

**POWERFUL**  
Building a Culture of  
Freedom and Responsibility

**Patty McCord**

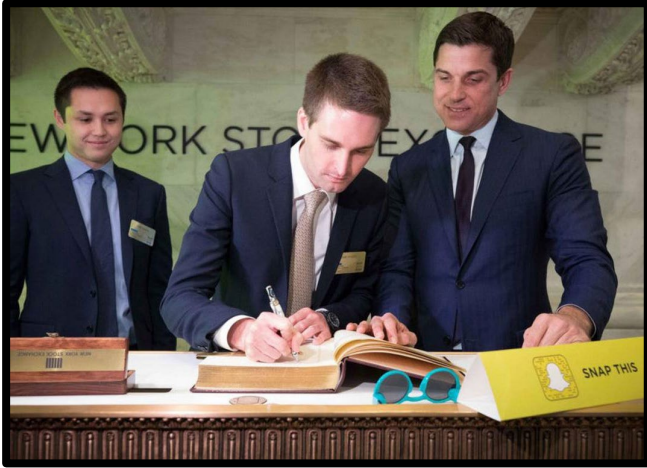
REID HOFFMAN  
COFOUNDER OF LINKEDIN, PARTNER AT GREYLOCK PARTNERS,  
AND COAUTHOR OF THE NEW YORK TIMES BESTSELLERS  
THE START-UP OF YOU AND THE ALLIANCE

CHRIS YEY  
COAUTHOR OF THE NEW YORK TIMES  
BESTSELLER THE ALLIANCE

**BLITZSCALING**  
THE LIGHTNING-FAST PATH  
TO BUILDING MASSIVELY  
VALUABLE COMPANIES

FOREWORD BY **BILL GATES**





SNAP  
(\$488M)  
Founded 2011



Rivian  
(\$4.7B)



SoFi  
(\$484m)  
Founded 2011



OpenDoor  
(\$662m)  
Founded 2014

## The Great Recognition

“The pandemic has been a traumatic experience & people are looking carefully at what they do next, including where they live, how much they commute, and frankly how much they will put up with.”

Steven Sinofsky



**Surprise: It's Better.**  
Not perfect, but better.  
For both companies  
and employees.



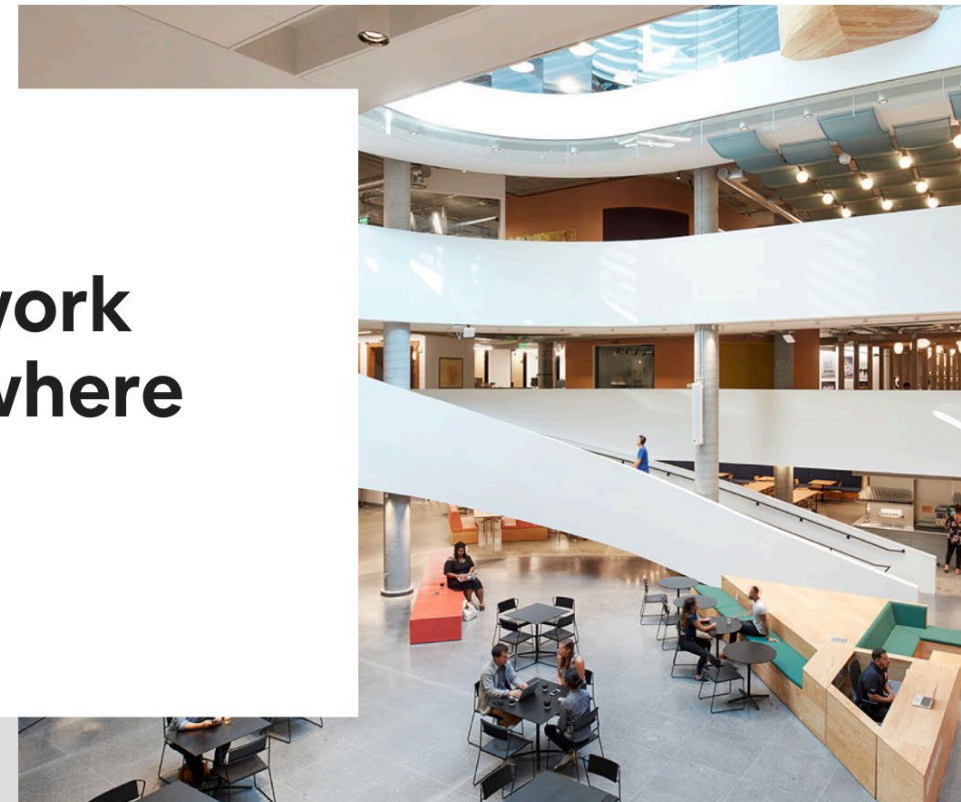


Airbnb careers page:  
**800,000**  
hits after announcing  
work-from anywhere.

172 roles in 106 locations

**Live and work  
from anywhere**

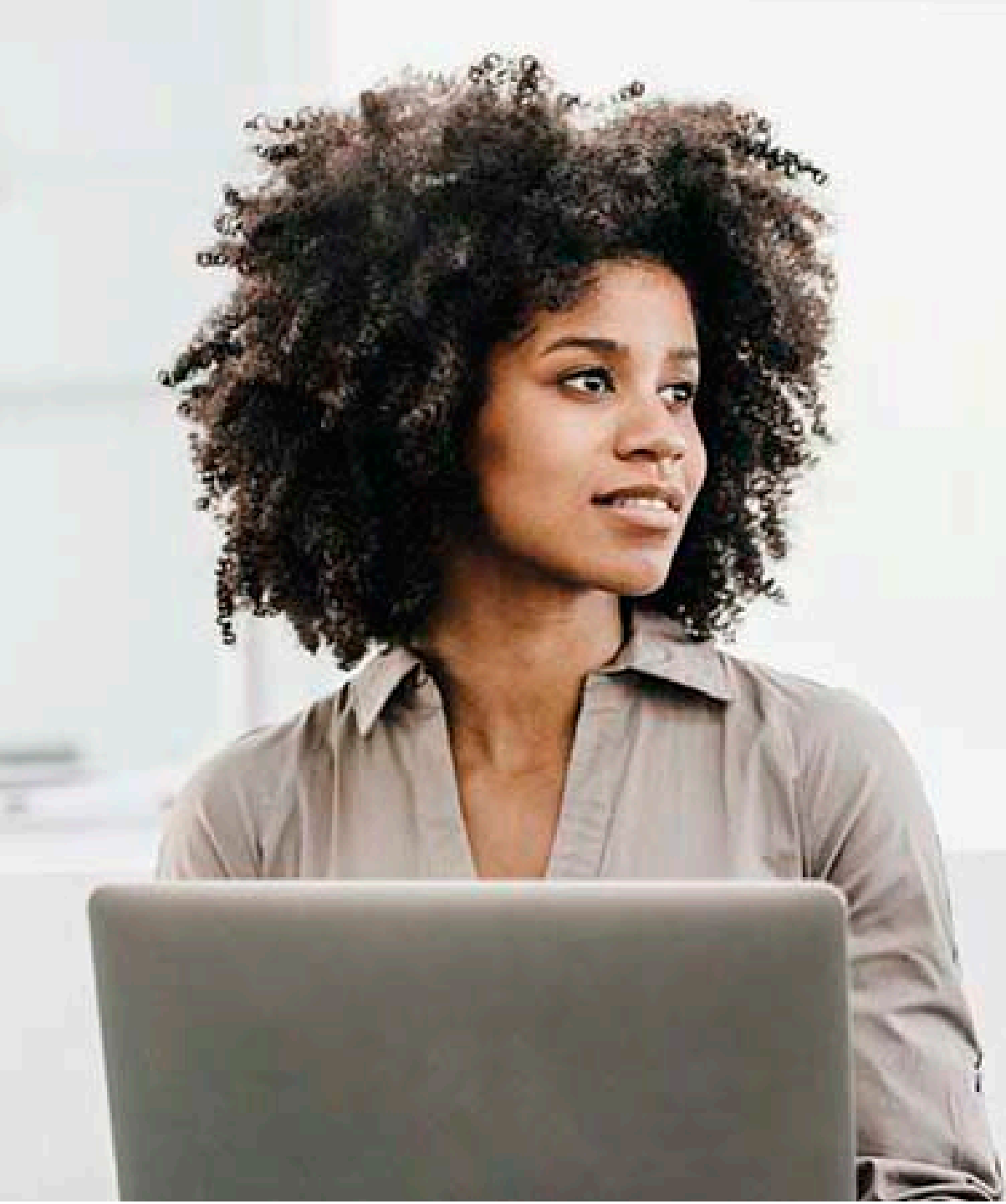
Explore roles





# Facebook's workforce grew more diverse when it embraced remote work

Maxine Williams, the company's chief diversity officer, said the unexpected benefit to expanding remote work options was that it helped the company improve diversity



**97%**

of Black knowledge  
workers want the  
future office to be  
remote or hybrid.

(Future Forum.)

# 22%

performance improvement  
in call center.

Fewer breaks and sick days.  
More calls per minute.  
Attrition rate cut 50%.

*Does Working from Home Work? Evidence from  
a Chinese Experiment*  
The Quarterly Journal of Economics, 2015.

# 21%

of people who are job  
hunting say their top  
motivator is the ability to  
work remotely.

“This represents a  
tectonic shift.”

*McKinsey & Co.*  
*American Opportunity Survey*

## The main concerns

Culture. Connection.

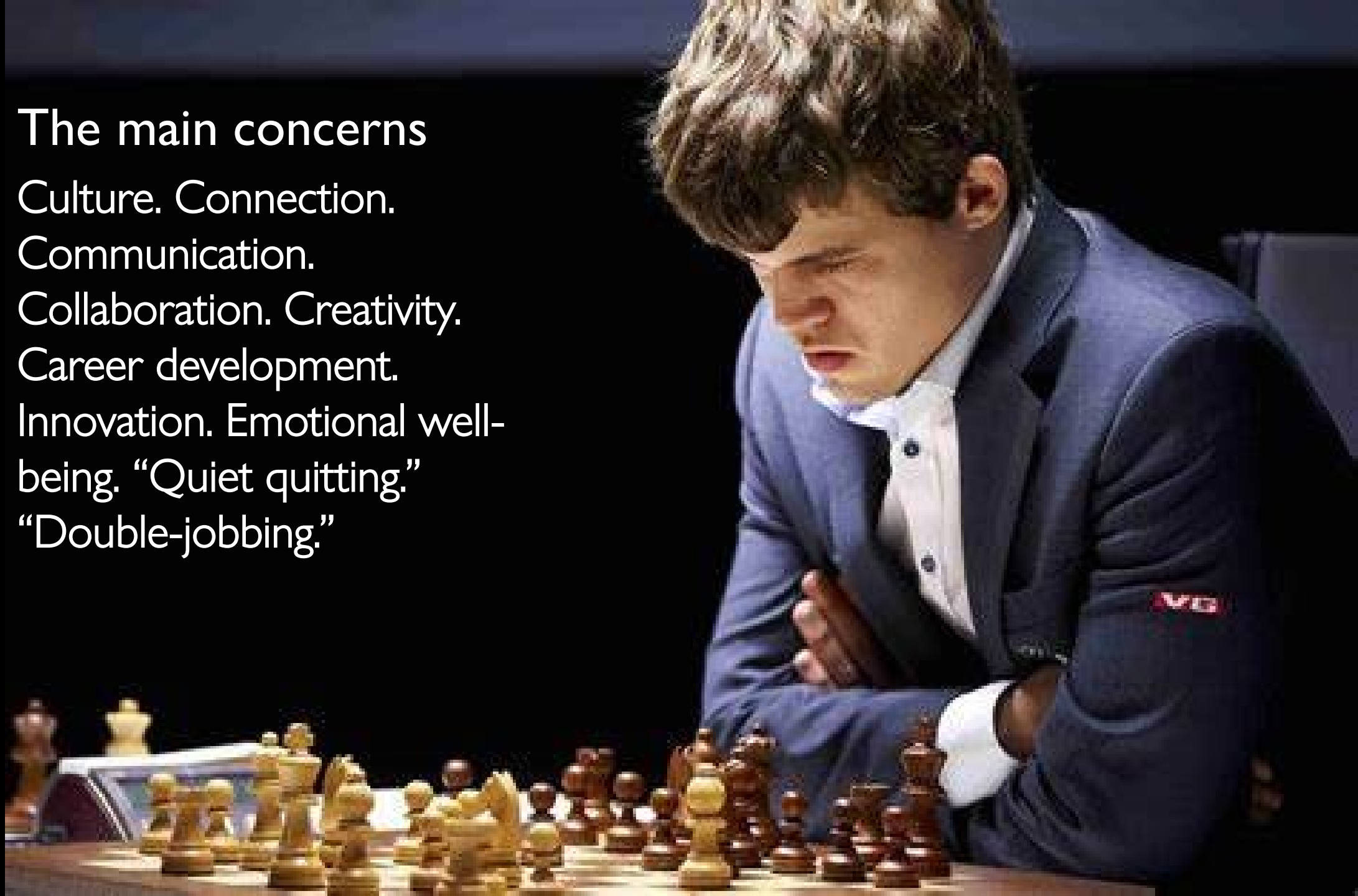
Communication.

Collaboration. Creativity.

Career development.

Innovation. Emotional well-being. “Quiet quitting.”

“Double-jobbing.”





## My Experience

It's getting better, and new tech will address the shortcomings.

Building a social network is challenging.

Zoom fatigue: we're adapting.

Slack getting better. App ecosystem, eg Donut.

We're experimenting. No one has solved the problem.

# The Metaverse & Virtual Reality



## Use Cases

VR training for surgeons,  
Ford vehicle technicians.

Apple entering the market?

This is only v1.0.

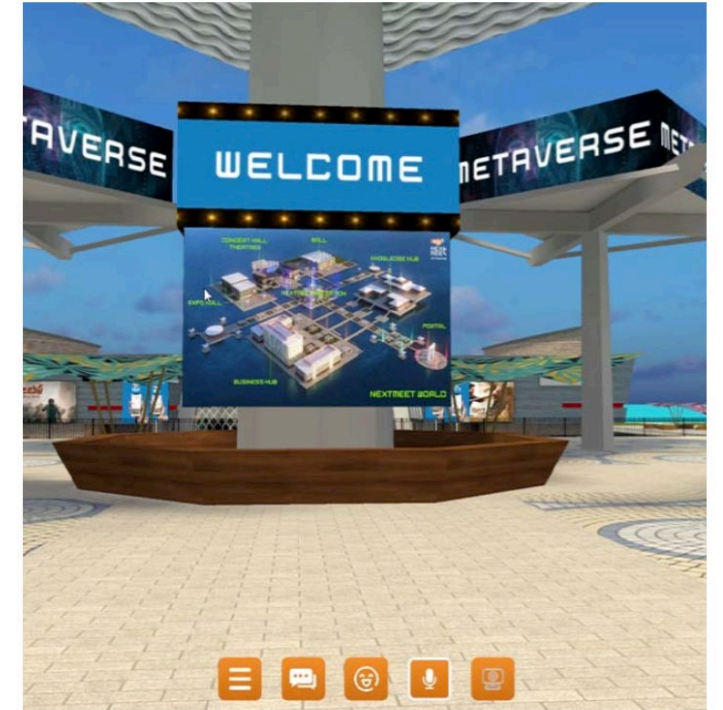


# NextMeet

“Designed to remove isolation from traditional remote work.”



Networking Lounge



Help Desk

## The Gold Rush

Acura, Adidas, Atari, JP Morgan Chase, PWC.

Decentralized. The Sandbox.

Everyrealm, real estate, has raised \$66 million.

\$450k to live next to Snoop Dogg.



A perspective view of a suspension bridge with a wooden deck and chain-link railings, stretching across a dense forest of tall evergreen trees. The sun is shining from the upper left, creating a lens flare effect. The text "Getting there" is overlaid in the center in a white, sans-serif font.

Getting there

2022

# The Remote Playbook

from a global leader in distributed work

- Shift to *how* your team works
- Evolve your organizational design
- Master future of work skills
- Mitigate burnout and elevate wellbeing



## New Role: Head of Remote



“It should be a strategy. You should hire someone to be in charge of all these things you now have to think about. Put intentionality behind the transition.”

*Darren Murph, GitLab*

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Atlassian: Head of Team Anywhere. Okta: Head of Dynamic Work.  
Zillow: VP or Product management and flexible work.



## GitLab Guidance

Get support from the top. This must be a priority!

Document everything. Create a company Handbook.

Create README pages.

Provide budget for home office.

Arrange in-person meetings. The “un-conference.”

It’s not just place, it’s time.

Q: How do I know they're actually working?

A: Measure results, not activity.

Q: How do we have meetings when people are all over the world, in different time zones?

A: Don't have meetings.

Don't bother trying to replicate the watercooler. You can't. But also, you're missing the point.



We're never going "back to normal." We can't create a replica of the office. We're going to make something better.



“It’s clearly superior, but it’s really hard. It’s painful.”

Started because he saw GitLab struggle to manage a remote model.

Handles EOR in 70+ countries.

Founded 2019. 900 employees.

Job van der Woort, Remote.com



“I don’t know when any of my employees are working, and I don’t care.”

Remote ≠ “work from home.”

How to use offices? Turn them into coworking space.

It’s a mindset shift.

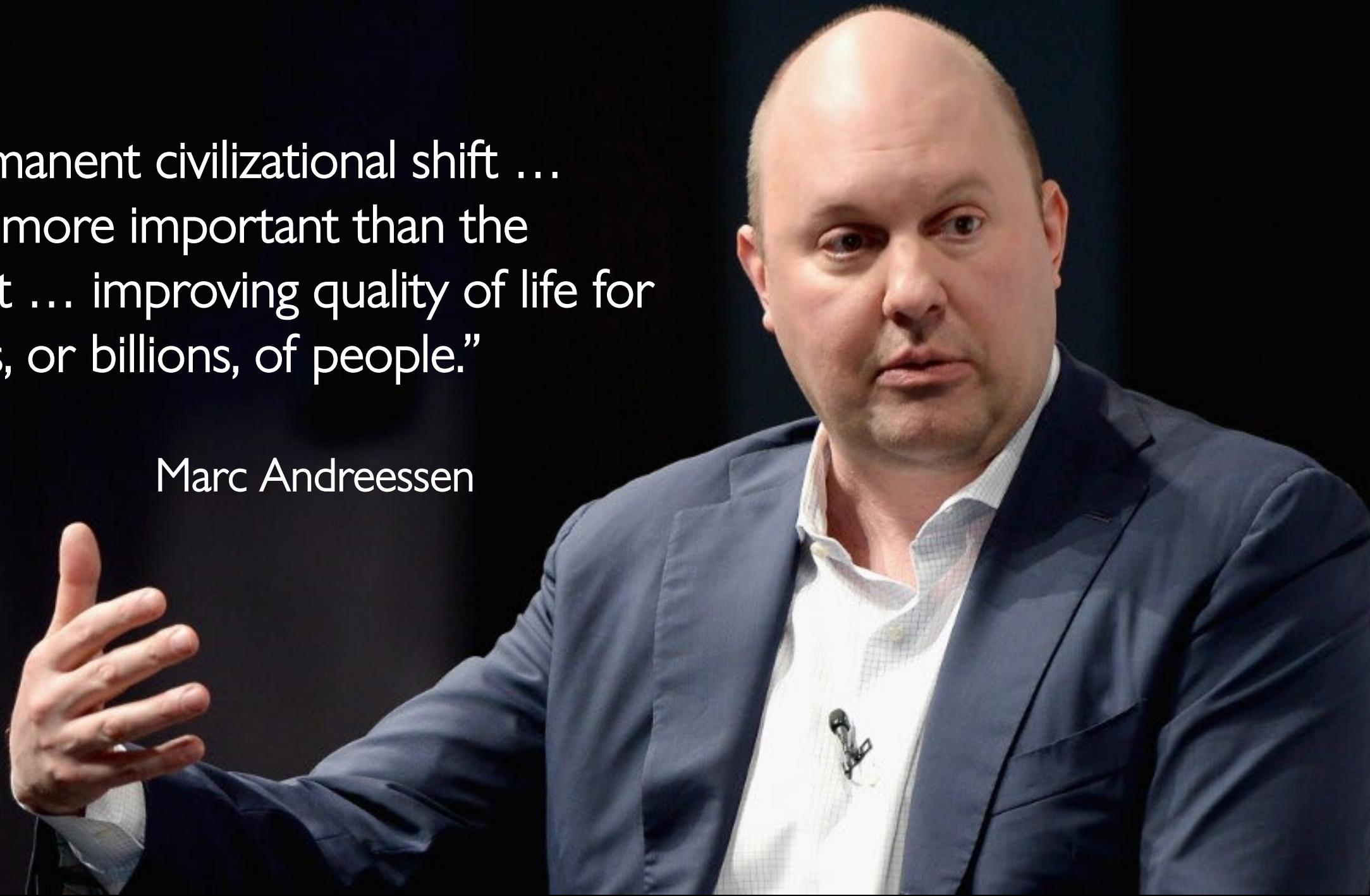
Think big, start small.

It’s inevitable—but will take time.



“A permanent civilizational shift ...  
maybe more important than the  
internet ... improving quality of life for  
millions, or billions, of people.”

Marc Andreessen



# 46

countries offer nomad visas.  
Airbnb working with  
destinations.

Collateral damage:

Shrinking tax base in SF.

Backlash in Mexico City.

Work-from-anywhere also  
means hire-from-anywhere.



Group by Coworking in the Sun

## Tenerife Remote Workers & Digital Nomads

Public group · 22.7K members

[Join group](#)





Aline Dahmen founded Nomad Soulmates after becoming a digital nomad herself. She lives in Bali—sometimes. She runs the site from wherever.

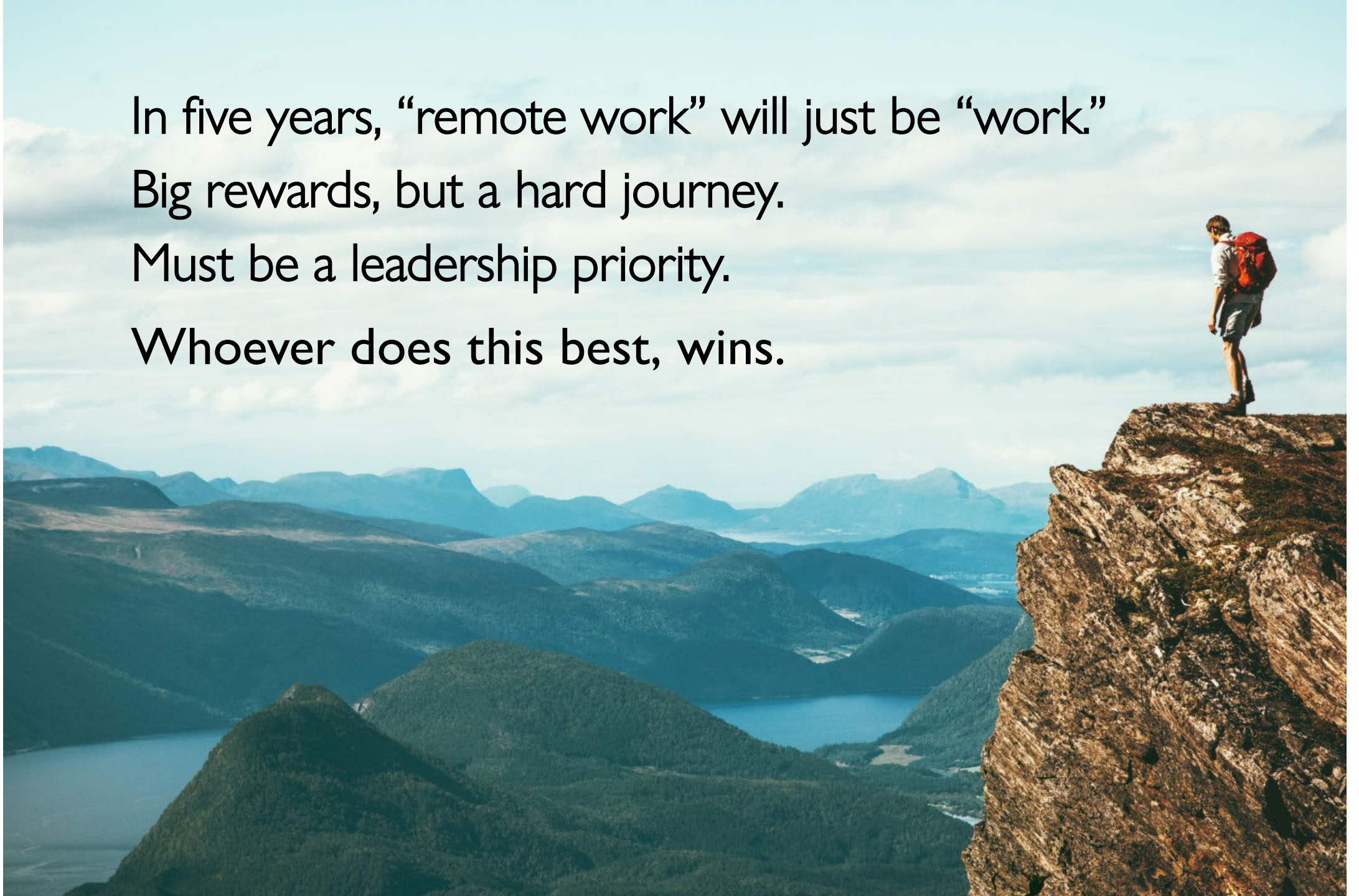


“The corporation itself  
is being disrupted.  
The standard procedures  
have hardly changed in  
half a century.”

Steven Sinofsky



In five years, “remote work” will just be “work.”  
Big rewards, but a hard journey.  
Must be a leadership priority.  
Whoever does this best, wins.



# Further Reading

[GitLab Remote Playbook.](#)

[Technology Saves the World, Andreessen.](#)

[Creating the Future of Work, Sinofsky.](#)

[Chess study.](#)

[McKinsey American Opportunity survey.](#)

[Does working from home work? Evidence from a Chinese experiment.](#)

*How the Future Works: Leading Flexible Teams to Do the Best Work of Their Lives.*