

Jacob Morgan 00:00

If that works for you, give me one sec. Let me hit the record button. Alright, and Sondre Rusk, co founder and CEO of safe doing the risk. I got to remember. All right, you're all good to go. Yes. All right. Hey, everyone. Welcome to another episode of the future of work. My guest today is Sunday. Rask. He's the co founder and CEO of safety wings. Andre, thank you for joining me.

Sondre Rasch 00:29

Pleasure to be here, Jacob.

Jacob Morgan 00:31

So you are from Norway. I understand. And I don't know if you know this or not, but the world chess champion is from Norway. Magnus Carlsen, who's currently playing his match in Dubai that I'm eagerly following. Are your fans aware of Magnus?

Sondre Rasch 00:50

I am aware of Magnus. I am more as a member of the public here. I'm not Norway's small bodies, not like a neighbor or anything. When I lived in Norway. I live in San Francisco. But you know, I find it very inspiring, and, and awesome to see his chess skills I did for a while try to practice my chess online chess, but haven't really gotten that far.

Jacob Morgan 01:16

Yeah, he's like a celebrity there now. And he's about to win his next World Championship? Hopefully, I don't think so. Well, thank you for being a guest today. I mean, we have a little bit of background information about you. And then tell us about safetywing.

Sondre Rasch 01:34

Yes, so me, well, I, born in Norway, and always interested in entrepreneurship started a web hosting company, when I was like, 14 in my room at home, had offered 24/7 customer service on my newly acquired mobile phone. Then, you know, became a bit interested in other things, studied economics, computer science, work, wow, and rent as a policy advisor for the government of Norway. And then, but then I got a bit disenchanted with the kind of world of, of government and politics, it's slow moving, it's a very big organization. So returned to startups founded a company called Suicide Freelancer platform got into a combination with that, that's why I moved to San Francisco, where I'm currently act. After a couple of years there, you know, we wanted to provide benefits for the Freelancers on our platform, found out nobody built that. And you know, we had this analysis of where the world was going with the Internet. And so we thought, well, that's a big problem that's solved. And so we set out to do that to build, you know, with the experience from the government in a global social safety net, was the kind of initial idea and still is, and eventually something like the country on the internet. So that's, that's, that's how it all started. And now I'm the CEO and co founder of safe doing, which offers health insurance for remote teams and nomads. And so we have people all over the world, who, you know, you can have dashboard, you can add employees or contractors in anywhere, any country and you're

Jacob Morgan 03:16

cool. And when I How many employees do you guys have now? 100? People? Very cool. And are you all in a headquarters? Are you fully remote and spread out all over the world? Fully remote, everybody, all 100 people are fully remote? Oh, wow. Okay, so I'm going to have a couple of questions for you about that, too, because I'm really interested in leading and building and scaling virtual teams, as I'm sure a lot of people are, because so many of us are virtual now. But let's start just kind of high level with just the state of gig work. Because I remember years ago, this was a very big topic, right? The state of the gig economy. And everybody was talking about how this was going to be the card of the future of work. And then COVID happened and we got kind of a little sidetracked with with the discussions. So what's going on in the world of gig work now, is it growing What are you seeing there?

Sondre Rasch 04:13

Right. Yeah. So, it still is, you know, so, my previous company was in that sphere and hence, I spent a lot of time digging down there and many of the customers have saved during third our freelancers and, and many companies using us to have contractors, so we are adjacent to that market in that way. What my impression is, okay, so a couple of things have happened. So one is what a lot of people used to talk about as freelancing or online freelancing. What has Yeah, was essentially a subset of remote work. Right. So one is just that the conversation has gotten bigger and so it is kind of like split out. But now people talk about remote work. And it means as much as just as much just regular full time employees, right. But that's partly due to the adoption of remote work, which in the beginning was an online freelancing phenomenon predominantly. So that's one thing that has happened yet online, freelancing does continue to grow. Like, I think the last that I saw, it's kind of like 40% yearly. So it is still in like a decade long. You know, transition for a lot of people, it is the first step into like the online economy. And for companies. I think it continues to be true that being able to use freelancers or freelance pools for the right functions can make your company much more productive, and flexible. So So I think that's still Ascendance in a big way. And part of the reason why we're not talking about it is because part of it is just transformed into a different ways to slice the world, which, which is remote work.

Jacob Morgan 06:09

Yeah. And obviously, there's a difference between remote work and in gig workers, right? I mean, a lot of I think employees who have full time jobs who are remote, they still keep their benefits. But then there's also a lot of people who are remote, who are contractors and freelancers. Why do you think this is a growing space? Like what what is the appeal for people to move into this gig work environment, as opposed to just keeping a regular full time job?

Sondre Rasch 06:42

The so I mean, that there are facts of their you know, it's remember the top three where flexibility of various versions is the top one, right. So like, when I ran that company, the previous one, it's like, the key reason is that someone has a life situation, or just a preference for more flexibility. Through their day, that a full time job sometimes can provide, but not necessarily. Which is, you know, some cases, it could be that they want to spend time with their kids, or they have some other commitment, like some side project, or started their own startup, like their heads, some project that they want to kind of make this work around for studying or, like, that's, like many of the stories I saw, like why people who are freelance want to be professional freelance, it's like the freedom of flexibility. I mean, I can, you know,

Jacob Morgan 07:50

I can speak from personal experience. I mean, I have a team of 10 or 12 people now that I'm working with and one of the reasons why I became in technically I am considered a freelancer, because I do a lot of speaking at conferences and invite, you know, lots of different companies that I work with. And for me, yeah, the flexibility was a big part of it, not just in terms of time, but in terms of projects, having ownership of the things that I create, and the things that I build, being able to say no if I want to say no, and not having to deal with a lot of the office politics and bureaucracy that a lot of people have to deal with. And I also found that a lot of people have full time jobs because of their there's this perception that it's a safety net, right, that you will be taken care of. But the first thing that a company does when the numbers don't add up is they let you go so so there's not you know, it's a myth that having a full time job is safer than building your own brand I actually think that building your own your brand your own business that is the safety net because nobody can take that from you if you're able to do a good job with it

Sondre Rasch 08:59

yeah, yeah. No, I really think this is right and you know, certain experience you know, when I first before I started my first company, when I left policy, where, you know, I I did spend time building my freelance income because I was like, anticipating quitting my job, and I had this plan that I would get income by freelancing while working on right and moving to I was gonna move to a low cost location that was what I did and so I did that part time. And you know, I were to try to find my niche and ended up being disliked financial writing, I think was like the one I found, you know, I realized this, which a lot of people freelancers get, which is that it takes a long time to get this like initial, like niche customer that we're kind of good at. But then once you do, it's like the demand is seems infinite. Like very quickly like it goes up you know, once you get the one big, which is, which is like you said, which is that the logic of the company working with the Freelancer is very similar to the way if it is valid You just want more of it and, and now you're on top of that relationship. So, but But yeah, so I can absolutely see that being a preferable life state perpetually for a lot of people, especially if they tilt in that direction. And, you know, you mentioned another one, which I remember was the top one in our surveys, which is working on their passion, you know, very often people will find that they can get a full time job, but then they have to make some significant sacrifices in what they work on. But when it comes about with freelancing, they can kind of specialize in into exactly the kind of work

Jacob Morgan 10:36

now. And again, it's not to make it sound like being an entrepreneur is easy. And starting your own business is easy. Obviously, there are a lot of challenges, and it's hard work to do that, as I'm sure you and many others can attest to. But if you're able to put in the time and the commitment, you know, just as much as you're putting into somebody else's business working eight, nine hours a day into your own, you will find that it is very rewarding. And there is no there's no income ceiling, right, you know, you're not capped at a certain salary where you can only get 2% increases, you know, every year. Okay, so the benefits for individuals is very clear. What's the benefit for organizations? Why are you seeing organizations go with freelancers, as opposed to so high rent,

Sondre Rasch 11:18

just to clarify one thing, I safetywing does not offer freelancing services, that was my previous company. So I have only adjacent knowledge on this topic, but I will try my best to save because I have spent a lot of time talking about it, like a few years back. So saving offers health insurance for remote teams, but why companies? Okay, so this is something I think is really tasks in a company that is best run as a freelance organization. Some things, you know, in the beginning of my previous company, we actually tried to build a whole company with freelancing because we discovered it, that turned out to be over the long run, you know, there is some benefits from having some people who are like, dedicated in long term and full time, but a lot of tasks like you know, are best run as a freelance pool, but you run those workforces completely differently, right. So it's like you would have many people available. And, and that gives you this ability to do that. So you know, one concrete example that we saved during you know, run with Freelancer is that we wanted a quick way to get to 24/7 support on our customer service, right. And if we were to do that with full time employees, you know, I don't know, that's, like 20 employees, okay, but we were able to do that very early on in our search history, because we sewn it together, you know, using this, the freelance model in a way that still worked very well for the people working there. So that's, that's one example. Another is flexibility of scaling. So, you know, I remember when COVID happened, you know, a lot of companies got that had a lot of things happening, we did that, like we had a flow of like customer requests. And they went on a boat, kind of under water, because to kind of add capacity. But when you have a freelancer, you kind of like have more flexible capacity, you know, whether that is on the design or the development or the marketing customer side, it's like you have more room to grow in the short run, because people aren't at max capacity all the time. And that as an organization makes you much more adaptable. So on the margin, if you have a free good freelancing component, and you're able to, you know, make use of that at scale, your whole company becomes more likely to survive, I think long term and adapt to rapid changes.

Jacob Morgan 13:55

Yeah, I couldn't agree more. I mean, I have a team of freelancers that I work with. And one of the big draws for me was just being able to find the best talent. You know, I have talented people that I work with all over the world, and they're all the best at what they do. And if they were all full time employees, and I had to just hire people in Los Angeles, I honestly don't think I would have been able to find people that are as good as the people that I have now. So broadening that talent pool has been huge for me. So you have a team of 100 people that you're working with. And I think there's a lot that people can learn because a lot of us now are in this virtual setting. Can you talk a little bit about how you? And there's a lot of questions I have, right? How do you build a virtual team? How do you scale a team? How do you lead a virtual team? How do you get everybody to work together? Let's start with just from a high level of building this virtual team and getting everybody works together. How were you able to do that?

Sondre Rasch 14:51

I did some lessons, because I kind of like improves company got to like 30 people team, but we actually had also hundreds of freelancers that our clients So, but 30 full time, so that that was kind of the scale first time around, and I made some lessons. So what some things we did right out of the bat first time around the second time around, that was super happy I did. So one of them is like, meeting cadence, and like, goals, vision values. So all of these things we just, I just didn't do in the beginning. One, we didn't have meetings, and, and all this, like vision value removes a lot of future problems and

coordination issues and chaos. So yeah, so you know, second time around, you know, from the start, we, you know, took half an hour, you know, with just the three founders and wrote, what is important to us? And what's the ideal? Where are we now so and, and because of that things have grown much more harmoniously. And we have a much more like, pleasant value focused, mission driven company, which gives it this like long drive, and I think it's a key reason why we have like zero churn, nobody's ever quit. Yeah, who are like full time and that 10? Is this score of like, would you recommend working here to a friend, and I think a key reason is licenses, Mission values, things, we really got that right in how we did that. And, you know, someone who built the company will be familiar, but it's this framework that is way too big, so nobody's ever quick, make I see a lot of people do is that take things from big companies, and they're just implemented in small companies, that's not a good idea. Because a lot of those roles are problems that you get once you're like, 10,000 employees. So if you implement that, when you're like, 10, it's just gonna be a lot of useless bureaucracy that isn't like solving your problem. So we took some of the ideas from that, right. And the ideas from that is that you make the goal sheet, a Google Sheet, and this works out of the gate. And then it's like, the idea from OCR is you have qualitative goals. So you target the things that are qualitative, not quantitative, meaning make a product people have some friends, right? It's not a number in there, and then you have proxies associated with that goal. So under that goal is like okay, what are some numbers? Well, NPs would want to 10 Would you recommend this product to a friend retention? Sure, right. Those are measurables and then you kind of like give each one you assigned to a person and then you update on a monthly basis great tool that we set up early on yeah yeah yep we also have but this we did much later, right. So you know, if you you know, company history, it's interesting, zero to 10 is so

Jacob Morgan 18:01

are these goals so their business goals are not goal they're not individual goals. So for example, let's say I'm talking to somebody on my team let's say she helps me manage social media

Sondre Rasch 18:11

for my wedding because more that are the

Jacob Morgan 18:14

goals those goals then be like her or they're just 15 general business goals that you're

Sondre Rasch 18:20

trying to meet your you can everyone else is doing that's possible both maybe stops being true at around 20 to 30. And then you have to implement a whole set or I should say we implemented a whole set of like a reorg to solve for that for a situation where everyone can know everything about everyone else. And that's when we set up like these more and more clear like individual goals so like making a proper product roadmaps, we have two things we have goals and product roadmap and everyone sets like quarterly goals. But one thing we had right from the beginning from like when we were three three person team was weekly goals. So you know, we have like meeting once a week everyone says post in a Slack channel top three things that will be next week and then they also on the last week post like they check off the goals from last week. And that that really basic way but that scales super well for like just getting you know momentum into the team okay yes. Yeah, meeting cadence. So, Kevin's just like, I think that we mean frequency, but it means in when we scale or multi and this is also less than I did

from the first time around. So we went full async first time around, which I wouldn't recommend. I know it's very trendy these days, but people still use async to mean not fully async but we were fully async meaning we see meetings.

Jacob Morgan 20:00

Alright, so that I think that's a good lesson, even for leaders who are leading remote teams, right? I mean, you don't need to be an entrepreneur or startup founder to leading a team of that change 3040 50 100 people and still follow this, this approach. So I think that's one great lesson you also said, I

Sondre Rasch 20:17

mean, it is lovely. Like, there are many I'll talk a little bit about there is a significant downside. So I didn't do that again. Second time around. I mean, we try to keep some examples, I mean, but overall that like the big one is is like coordination, cohesiveness, coordination, cohesiveness culture. Like, it's hard to put your finger on what's

Jacob Morgan 20:43

happened, no, no meetings at all of any kind. But yeah, wow.

Sondre Rasch 20:47

That's, that's probably like the primary reason there is,

Jacob Morgan 20:51

for years,

Sondre Rasch 20:52

like there is,

Jacob Morgan 20:53

it sounds like a dream scenario for a lot of people going years without a meeting,

Sondre Rasch 20:57

our best like can be solved through a five minute conversation. But if you solve it in Slack, it's like 17 walls of text. So there's a downside for you. That's not like a strong one. But we are working with, I think it's a big one, there's this thing that can develop on your full async, meaning zero meetings where people everyone starts to feel that they're the only one doing work, because they can only see themselves now. So, so that's that, but the rest of meeting cadence. So let's say you are having meetings, right? And, and we are, then you want to schedule them. And in a remote team, I found and we did, you said you have to schedule things that people can take for granted and regular on site situation. So yeah, one thing you want to schedule is, of course, the weekday Monday meeting or whatever it is the thing that people update on their progress and plan next week, but you also want to schedule in, or we scheduled in creative meetings, and monthly goal updates. So we put all this the way we did we put it all in a Thursday. So there's only two like weekly meetings, Monday, Thursday, and a 2am at 10am PST, which is the timezone that works and for most people in the world. And there, we would have like a set of meetings. So one of them is, for example, a creative meeting called

Planning and prioritization is something we developed, but it's fantastic. It's like, you have a goal or a problem. And then people think for themselves come up with ideas. And then they think and discuss in small groups. And then we put it all into like a Google sheet, which we fill in like together and people vote anonymously, and all the ideas one to 10, and effect and complexity. And then the output becomes like a prioritized list, which is for example, whoever needs the ideas like marketing, right can just take and it's, it's really great. And allows and it scales actually that particular meeting works when you're five and it works when you're 100. So that allows everyone Yeah, it's a great way to produce ideas. And it's also allows everyone to participate in the creation of the company. I mentioned monthly goal update as another meeting cadence. You know, you have your yearly goals have to schedule in some way where you kind of check in. Okay, how are we doing? What are the numbers? What are we going to do to reach our goal next month? Did we do the last things from last month? These things kind of have to be scheduled and that's what it means to set up a meeting cadence and we also have one called Do Not this one I really love and I haven't heard anyone else have anything like it? Do you notice a once a quarter meeting it's it comes from in the region concept which is like volunteer work in the community. And you essentially everyone comes on and it's like okay, what of our shared spaces is messy or outdated and needs to be fixed up and then we go into it and then we return it yet. So that could be like updating things or notion deleting old Slack channels you know, cleaning out something on JIRA just making sure that we don't get this thing where we just like pile up crap around us you know in our digital spaces, but clear them up yep. Yeah, here's one very straightforward ones. Test task or trial period. Right You know, great thing on the internet is, you know, I think, you know, in previous company I hired like 1000s of people. So we got a lot of data on what work. And like I like this lesson.

Jacob Morgan 25:13

Regular housekeeping grout,

Sondre Rasch 25:14

digital remain the number one predictor.

Jacob Morgan 25:17

Okay, so those are those are two, I think very good and applicable tactics and a lot of ladies for the team. So there's a meeting cadence, there's like a modified version of the OKRs. Were there any other lessons that you learn? When it came to building a successful team,

Sondre Rasch 25:33

this is like this is the fact everything else is like indications, this is the facts of how this person will do test task. You can also if you can also do like a big test as we stand, which then becomes a kind of trial, right? And this is very easily with a freelancer contract, right? So it's like you have someone start and be like, Okay, we start doing this particular project. And then if that works out, then a lot of people would be, you know, even interested in doing that, because they also get to trial at your company. And that's the way to make hires more successful test task or trial period, or trial test. Exactly. That's exactly what we do. And that works really well. Yeah. And then. Yeah, I think that's, I don't know, if it's like you're interested in the things that are more like vision mission product side, but or we should stand the org side. But there's, there's some things with data. Okay, yeah. I mean, having a real vision has been

so helpful for safetywing, like, much more than I expected it to write, of course, we were fortunate in the sense that we started like that

Jacob Morgan 26:56

approach. Instead of just like spending all your time asking interview questions, give people an actual project or task to do and

Sondre Rasch 27:04

for some startups is the other way around. Like they start with a product, and then they develop the vision. And that also works. But having like, an inspiring vision, becomes like something that solves a whole set of problems, you didn't know it. So

Jacob Morgan 27:17

yeah, you want to share one or two of those for sure decision

Sondre Rasch 27:21

metric, by which you can say, you know, if something is the right or wrong decision, that people can kind of come together on. It's an inspiration that can pull people through tough times, right, it's like, you're gonna have gone through a period where things are very stressful, and overwhelming. And if you have, like, a really inspiring mission, it's worth it. It's something cool to talk about to friends and like, just like, people want to work on cool things. So that that I find to be, you know, super valuable. And I think as necessary, like it's also becoming more important as time goes by. So that's, that's definitely one I also find, to have a design, like having your own style thinking for yourself, this might be a valid conversation, but I think it's kind of true that the internet is pressuring everyone to look the same very much. It's a big social network, obviously. So it's very hard to remain distinctive in brand or product. Yeah. And very easy to be caught up in, like, copying others, or like trying to compete. But so you know, we've worked so hard to kind of resist that tug, and stay different in how our website looks or what our product is, and, and that makes that's extremely valuable, that is paid off handsomely. So that's another one that I found very useful. Yeah. I did, actually, but I can't remember what it was. But I remember I went to bed. So okay. Yeah, yeah. Be part of the people. Yeah.

Jacob Morgan 29:14

You know, one question that I remember a lot of people would ask is, how do you if you have a remote team, how do you know they're working? Yeah. And the reason why I asked that, I don't know if you saw this was I think two days ago, there was a story that came out about the CEO of better.com. Did you see this story? Yeah. Yeah, yeah. He was trending on LinkedIn was like the number one trending story on LinkedIn. And this guy, basically, he called a Zoom meeting for 900 people. And everybody joins this Zoom meeting and the first thing he says is, if you are on this call, you're one of the unfortunate people who are getting laid off from the company. And he did it right before the holidays obviously, you know, right before New Year and then Christmas and Hanukkah or whatever holiday you're celebrating is coming up. And then he continued, and he said 250 of you have been clue? Yeah. And you've been stealing

Sondre Rasch 30:11

from a cover saw the video, but so interesting.

Jacob Morgan 30:15

He's trending now on LinkedIn, because everybody's saying, Wow, what a Yeah, I do. You know, it does raise an interesting question of, how do you handle situations like this? How do you know if people are working? What's the right, you know, what's the right etiquette? I don't know. Did you have any thoughts on that story? I'd be curious to hear what you think.

Sondre Rasch 30:32

So, okay, so like, the mistake that everyone does is apparently what this guy does. But it's, it's also what a lot of people do and people did early on in freelancing world, which is that they switched to this online freelancing thing. And then they had the question, How do I know if people are working? And then their conclusion was, I'm going to put up some surveillance device on their computer. Right? And that was like, in there. I think Upwork still have this where they're like, they took random screenshots of their screen to see that they're working. And then and there was Yeah, yeah. So and then you had there was an there was like another software time tracking software, I remember has the same but like, even more involved, it was like both it was the screen capture and the cam

Jacob Morgan 31:26

website, you go to Tracks, keystrokes, there's all sorts of crazy stuff.

Sondre Rasch 31:31

One Direction people went? Which I did not, and most successful companies did not. So what do you do instead? Well, the thing is, if you go another way, you have to go. Like, it's like paradigm shift another way, which is, you go from measuring inputs to measuring outputs. And what that means is you instead of saying, you know, what keystrokes are there to either keep typing keystrokes, or what's on their screen, you measure? are they reaching their goals? Have they completed the project that we set out to do? Right? And then you optimize on that, right? And that can in a way be that can be optimized on but it's like, it's, it's difficult, and it's like a long path down. Like, it requires a lot of effort. So, you know, obviously, some of the things I mentioned earlier, the weekly goals, update, the monthly goals, thing, the product roadmap, all of these things can be connected to names and how we are progressing, right? So it's a way to know that we are achieving our goals and progressing. That is traceable, but that is outcome based. So and that's also what you want, right? If you think about how people work, even at an office, right, so, you know, everyone has worked at an office, but you know, it's, yeah, someone could come and look at your shoulder. But how much of the day are people actually productive? Not that much. Like, it very, some people are productive all the time. But my impression was, and I've seen some data to support this is that is like playing 5% of time or something, you're like, actually outputting things. And, and so the great thing when you're working from home is that young people can actually be much more productive. Because they can control their own time. And they can, you know, outside of meetings, they can go for a walk and then come back and do some work and and that's a good thing. So they can optimize on output. Yeah, so anyway, that's, that's what we did. We so we go all in on that. So it's like, it's full trust. It's like, we're not stipulating work hours, we're just saying, this is your job. Of course, we expect people to do like do what they can and work the necessary times. But the main thing is like, is there are they making reasonable progress in measurable time? But not in

like, are they inputting things in this time? But are they reaching the outputs? Which is good for some and bad for some and hold change in how a company measures success and progress?

Jacob Morgan 34:28

Do you have any suggestions on how to make that shift because for a lot of leaders out there who are coming from having teams in person coming into the office, you see people are working now all of a sudden everybody is remote, everyone's virtual. And I know there are a lot of leaders, a lot of employees out there who are just uncomfortable with that and they're constantly they try to micromanage like, are you there, you're working? They look for that little green dot for availability on your screen and if it's not available, yeah, where are you like, what's going on? And it's suffocates people are fine Find a way to give up some of that control, to give people that autonomy to have that level of processing you would ask, I would imagine it's not so easy for everybody to

Sondre Rasch 35:09

do Oh, distant that I can like scarcely remember it. But, yeah. How was it? Well? It's, you know, it's, I think it starts with a decision. It's like, yes, I want to switch from measuring inputs to measuring outputs. And then there is like, there's great upside to it. So you kind of go all in on it. I mean, that's what I did. Meaning that you don't go halfway, you don't pretend to still be measuring inputs, you go in a totally opposite direction. And you say, we trust you on like, no, yeah. On that, like you choose when you work, and what you do, and you know, designing your old day, it's all your responsibility, right? It's not just like your task, but it's like your responsibility. And self management is very difficult. Right? And, you know, for everyone who switched to remote, it's like, it's a, it's a big problem. And you, you know, it might be hard for you. And that's fine. It's hard for everyone, right? And, but the way, you know, so the way we measure it is like by by these goals, so you have to set up this like goal system that's measured and find some way to tell our people reaching their goals, and then you have to set up measurements on those again, and it's a whole system that is kind of like bottom up. But, but it's not like it's a mystery, right? It's not like when I work now, over time, obviously, you can tell when someone is doing nothing, and someone is doing something, it's, it's not that much harder when, but when you can see them in the office. But it is a transition. And I do think you just have to take the big step into the, into the unknown. I mean, the fortunate thing is that I did that bike, like I do with some things with like, almost like ideological conviction, right? It was just like, this is the way things should be. And so I didn't know I care. Like I was like, this is better. Because I think it is as like, because it should be. And now I turned out it was, but I, I wasn't hedging my bets. So So therefore, I'm not sure how much there is to learn from that. But I mean, I guess it's just, that's you could say, that's one possible way is just like, convince yourself that it is possible to have a collection of, you know, free, free thinking individuals with a shared purpose and goals, you know, that you trust, and that autonomously take responsibility for their area. And that you aim at things, you probably have also roughly bigger problems in your life that you need to worry about. And that that's what you're asking to set up. But it's a different structure. But it's kind of

Jacob Morgan 38:05

like you don't have a choice, right? I feel like you totally see that is a leader. It's not what you have to do. Because if you're like, the world that we're all a part of, and we're talking now a lot about hybrid work or see this mix and blending virtual one person, any of their promises. And if you're the type of leader who only thinks people are working if you see them, and you're honestly, I mean, how are you

going to lead a team like that, that you're not gonna be able to? So it's out of necessity part of it, like if you don't embrace this new way of working, you're not gonna be able to lead team Yes. You know, kind of that simple almost.

Sondre Rasch 39:05

Yeah, yeah. Oh, 100%. It's not an option. You have to learn this other way. So yeah, that's that's a good part. Because a lot of people who are maybe listening to this and reflecting of Oh, should I make that switch? That's the only thing Oh, yeah. To make the switch if there is no, literally no other option. And I do think that's probably correct. I mean, can you imagine?

Jacob Morgan 39:27

Well, I wanted to shift gears a little bit and talk specifically about the leadership aspect of leading remote teams is because, you know, when you're a person, obviously, I can see people you barely talk to people. You can do all hands, meeting everything, and you have that physical presence all the time. But I think a lot of leaders I agree on Well, let's look at when you're in a virtual world, obviously, you're looking at screens, you're looking at camera, dogs, microphones, how do you find it to lead a virtual team? Do you have any suggestions for how to still be an effective Give leader motivate, engage, inspire, empower people even though you can't see them in person.

Sondre Rasch 40:34

Yeah, well, so we use team flow virtual office software, it's not a big deal, but it helps a little bit. It's, it becomes like a shared physical space. And you know, a lot of things that you do is the same, too. You have to over and over again talk about, you know, the, the vision and the goal and why we're doing this. And, and to, you know, give an interpretive lens on what is going on that is motivating and creates momentum. You know, and, and to make you know, why strategic choices, and that, you know, lead to company to success. And hire people who want the same thing that you want, you know, and share, you know, shares the vision and values,

Jacob Morgan 41:31

there's still a place for in person, those are gathering each other. I don't like, we never see each other in person mode

Sondre Rasch 41:40

from on site. But it certainly is true. We also have you know, offsites you know, two to three times that's necessary, we find that to be, you know, really good and unnecessary. Yeah, that's right. We also had a virtual offsites, which we will continue to have that we had during COVID, which sounds super Grinch, but actually start to get really good by the end, okay. That people actually enjoy it. There are also some ways to do all hands and town hall like meetings that we've had a lot of success with. One is this like icebreaker format, where you have like prompts, and people are paired with random groups of two or three, we actually do like a light version of that, at the beginning of every Monday meeting where people write their weekly calls. That's one very always popular thing. Always get a top ratings from people, they enjoy that. Scheduling a town hall, I mean, that's another kind of meeting cadence. But when I that we successfully did do and also segwaying Alright.

Jacob Morgan 43:06

And then one question that I always heard about him, where he kind of like, well is dealing kind of virtual teams update on loneliness, feeling like they're connected, to go through vision. And, you know, obviously, if you're in person big projects, a lot of that is diminished, because you're around other people. How do you make How do you know you would? And I don't know, does anybody in your team ever struggle with this? But if we're not around people, how do you get that sense of connection all

Sondre Rasch 43:29

the time having some other people do some presentations, you know, that's that's another one that that really works right we generally broadly like don't have that problem, but we have had one or two individuals who have had that problem where because they were working on something in the company where they didn't need to interact with anyone. And then they were the kind of people who didn't particularly prefer that and as time went by, it was like, they felt isolated. And so, I mean, that's, that's one lesson I think, you know, having someone work on their own project isn't for everyone. And, you know, that's something to pay attention to, you know, I do that a lot in one on ones like, are you working what you want to work on? Asking that question and, and like taking very seriously you know, what people want, and in trying to address that, like in the organization seems to have been quite quite necessary. But when it comes to just like loneliness of working from home versus working in the office, they're different decision is actually a different one. It's like a lifecycle change. And it goes something like this. Someone joins a company and there's, like pre COVID, and they switched from remote is from on site. And they might be apprehensive. So like, take one example was personally worked in San Francisco regular tech jobs in San Francisco. It was a bit like, I don't know, I've never worked remotely, but okay. And, and in the beginning is kind of like trying to figure out working from home, you know, having that bit Oh, a bit disconnected sense. But the big thing that solves that part, like at home is actually that it's like, oh, wait, I can, I can just move. And then that was like six months in, kind of realized that he can move and then decided to go on this, like, live in 12 different states. So

Jacob Morgan 45:50

my wife and I actually just moved, we used to be in the area not too far from you. We live in LA, ya know, if you know where that entire lake right there, right. And, you know, during COVID, we noticed all of our friends Mills is like, literally, Texas, Colorado. And we were left there in the Bay Area. And

Sondre Rasch 46:11

we're like remote work,

Jacob Morgan 46:12

why are we still here to move? It was getting lonely was getting depressing, where you're like, wait a minute, you can move. We're both in California and our families are in Southern California, we still have friends in Southern California. Why don't? Why don't we move down there because at least you know, your family is gonna be there, you'll always have that kind of as a home base. And we have kids, we have a 18 month old and a five year old. And so we recently moved back to Southern California and Los Angeles. And it's been fantastic. Yes. Right. And that's one of the benefits that you have of being remote or nomadic, you can just realize, and do that when you need to. Know,

Sondre Rasch 46:57

right? Yeah. Yeah. Yeah. Absolutely. And that's what we've seen with,

Jacob Morgan 47:23

you know, why don't we only have a couple minutes left, maybe just one more question for you. And that's about the future of work. So when you think about going, what do you see your work looking like over the next coming years? And what might that mean for your business and some of the

Sondre Rasch 47:36

most important relationships typically, I guess, almost always, that's the case. So. So yeah, no, so so so that's, that's what I think is like, the real, real solution to that is actually to take advantage the upside of remote work and and move. Yeah, well, I think that, obviously, I think remote work, transition is continuing. It's gonna, you know, be complete every job that can be done remotely, will be done remotely. And I think that this moving thing we're thing we're talking about, will actually cause a bit of a population distributions over like over the next five years. There is going to be you know, similar to that, like, when the car came, and people move out to the suburbs, there's going to be this like unseason period where people are just more open to move. And you know, what I'm seeing from on the on the frontier of that is, you know, people are starting cities, again, people are starting towns, people are starting Nomad, hotels, remote work villages, all of these things are in, in founding stages, and when they're started, they're usually extremely popular. So I think that that's like a little glance into the future. And it's, that's going to be an interesting time, we see a repopulation of some towns, you know, some particularly picturesque beach towns, mountain towns. You know, I'm sure some lake in South Carolina just got another inhabitant from the Bay Area. Mineral Go ahead, please. So we're seeing those kind of like an opportunity for smaller cities to to to resettle. But this is just the beginning times of like a complete population re resettling, I think, and that's, that's part of the future for we're going to resettle in some state and it's not going to be what we have. Now. It's going to be where do people want to move? If they're not constrained where their job is? And that's not going to be the same right now. Most people live a place because that's where their job is. No. Okay, so that's one yeah. yeah another one you know I think that on the product side the internet is I still think the insurance a bigger deal than people even think today which seems bizarre but it's like it seems to me that everything that was made pre Internet has to be remade on the internet every every single thing and you know we've gone through a lot you know we did the thing with newspapers to blogs or CDs to streaming or videos to streaming there's a lot of things we've done radio to podcasts, but or TV to podcast but

Jacob Morgan 50:48

I have a feature will be very interesting to see all the changes that happen once we eventually get past all the madness that's going on. With COVID on tracks just like you're doing why don't you let people know where they can learn a little bit more about you your company anything that you want to mention for people to check out please

Sondre Rasch 51:07

like next round of products like It's like in the heart the hard stuff that's slow and easy and hard to move into the digital space. So that's what I foresee on the digital side I guess

Jacob Morgan 51:20

that sounds great

Sondre Rasch 51:34

would you know if people if you're nomadic, you know you want to go live into Luma or Lisbon or somewhere for for a while. That's pretty good. Then definitely check out Nomad insurance. You know, it's \$42 months, you have a subscription, it's completely flexible, you can turn it on and off. covers like your medical and also like other travel insurance related things. Nomad insurance, so and if you are have a startup and you want to offer benefits for your remote teams, which is in different countries, then we have remote health for that. So you can go there, you get the dashboard, you can add employees and contractors anywhere in the world. It works really well. And last, I would say check out building.com Where we have a project to make a textbook for building remote mommies that we just started, like chapter two. We're gonna make all the chapters digitally we also have a podcast there where we interview people, but yeah,

Jacob Morgan 52:39

no. I am passionate about listen. Thank you very much for joining us sharing sites and stories knowledge. I really, really appreciate it. And thanks everyone for tuning in. And make sure to check out the resources that Sondra mentioned and I will see you next

Sondre Rasch 52:58

week. Yeah, different day appreciate the project. It seems like you have a lot of knowledge their response