

The Independent Workforce Podcast - Episode 1 with Jon Younger

Yurii Lazaruk:

Welcome to the Independent Workforce, the podcast where we explore the now and the future of work through the lens of temporary employment, such as freelancers, contractors, fractional experts - you name it. Here, we speak with CEOs, recruiters, founders, and industry leaders about how they work with independent talent: the wins, the challenges, and the lessons learned.

My name is Yurii. I'm growing the freelance market at freelancermap, an international platform that's been connecting top independent professionals with companies for over 20 years. And my guest is Jon Younger, a published author, educator, Forbes contributor and HR tech thought leader whose work has shaped how global companies engage independent talent and who's often called the godfather of the Freelance Revolution. And now, as a founder of Voyager AI, he's helping business leaders adopt AI in a way that works. So welcome, Jon.

Jon Younger:

Thank you, Yuri. What a wonderful opportunity to speak with you.

Yurii:

I've known you for years already, and every conversation is a gem—truly a gem. I know why they call you the godfather of the Freelance Revolution—you have so much to share.

I really want to connect businesses with freelancers and independent talent, and motivate them to see that there is more than just full-time employment. There are so many things to explore.

I know a lot about you, but for those who are meeting you for the first time: Can you share a little bit about your background and what role you play in the freelance market?

Unlock direct access to top freelancers and exciting projects - no middlemen, no commission fees, just great opportunities. [Sign up for free today.](#)

Listen to The Independent Workforce Podcast on:   

Jon:

Sure. Um, I guess for 45 years, which is quite a while, I've been in, in the business of talent in some way or another. For the first 30 of those years I was an ex. Executive in hr. I ran an HR function in a very large bank. Uh, I consulted to a variety of organizations through, uh, a couple of consulting firms.

Sure. Um, I guess for 45 years, which is quite a while, I've been in, in the business of talent in some way or another. For the first 30 of those years I was an ex. Executive in hr. I ran an HR function in a very large bank. Uh, I consulted to a variety of organizations through, uh, a couple of consulting firms.

I spent 10 years in Exxon, uh, finalizing the, the last job that I had at Exxon was managing a team of consultants around the world, helping, helping Exxon to grow and develop. After about 30 years of, of doing that in the HR world, I guess I joined the freelance world full-time. And, uh, and that's been the last 20.

It's been an absolute pleasure. Uh, we've, uh, we've helped an awful lot of organizations to, to, uh, to get a better perspective on the full measure of how that they can achieve their resource needs and goals, and trying to help organizations around the world understand. That, uh, not all of the best talent in your organization needs to be full-time and permanent.

That there are lots of opportunities for people to be working from outside in on a project basis that helps your organization, grows your organization, and that, and helps to build the, the skills of your organization by working with very expert people. Uh, and, uh, and now, uh, I guess in the sixth startup that I've been part of, it's a long time, but in the sixth startup, uh, at Voyager ai, we're helping organizations to automate dumb work.

Frankly, that's the reality of it. There's so much, uh. Work that goes on in organizations that could be done better if there was technology available to replace, uh, repetitive routine tasks with automation. Not to eliminate people, but to free people and empower people to do more, to do different, to grow.

And, uh, I'm very excited about what we've been able to do there over the last year. So exciting time. I've had a very fortunate life and, uh, and I get to meet and hang out with guys like you, and that makes it even better.

Yurii:

Thank you very much, Jon. And, you know, 20 years of being a freelancer after 30 years on being in HR.

What made you jump to the dark side or bright side? I don't know. It depends. So what's motivated to become a freelancer and start working with freelancers?

Jon:

You know, the best—the best description... I'll give you two answers.

For me personally, there's been a journey. And the journey is moving from how talent is supported, developed, identified, and promoted internally in an organization, to the second sort—the way to think about talent externally: freelancers, contractors, interims, fractionals, advisors, consultants... I mean, all of those categories of contingent staff.

And now, in the last couple of years, what we've seen is that AI is a third dimension—a third leg of the talent solution. And what it speaks to is not collaboration between humans, but collaboration between people and technology. It's very exciting. Having said that, the reason I got into freelancing a long time ago... I don't know the exact answer to that, other than it seemed like there were more interesting things to do outside organizations than working full-time inside them.

Tim Sanders—do you know the name Tim Sanders? No? Tim is a guy you ought to talk to. Tim and Tony Ham used to be two really good advisors at Upwork. And Tim is a very smart fellow. He and I were chatting once, and he said: "Why would you want to work for one company when you could work for several? When you could learn from a variety of organizations rather than just continuing to work in one?" And I thought that was about as good an answer as any.

I think that folks who enjoy freelancing—who are good at freelancing—are driven by the quality of the problems they're asked to solve. And in that way, it's almost an academic kind of way of thinking about it. If you think about what makes great scientists, it's the quality of the problems that they identify and want to work on. It's the Hamming questions.

And I think in freelancing, more and more freelancers are driven by the range and variety of problems to solve—the opportunities they have to grow—rather than the security of working with only one company's problems.

I guess that's as good a description as I can give you.

Yurii:

So it's more about the freelancer side. I totally understand that you are, but you're also working with companies and you are telling, helping them to understand what is the power behind.

So I'm curious, from your experience, from your perspective, what are the biggest concerns that companies raise before and while working with freelancers?

Jon:

You know, we actually did some research on this and it's really interesting, and it's been a few years, so please forgive me if I haven't remembered all of this stuff. But when you ask, uh, clients why they hire or why they don't hire individual freelancers—let's not talk about freelancing as a category, 'cause every organization is in some way involved in freelancing—but when it comes down to making decisions about individual freelancers, the question is: can I trust you?

And trust has two or three really specific elements.

Can I trust you to have the skills and expertise to solve the problem? Can I trust you to be here through the project, or are you gonna leave me for something else part-time? Can I trust you to protect me? You're asking me to undertake a new kind of relationship. Are you gonna screw me at some point in there? Either by changing the prices or by not showing up or by doing the wrong work?

I mean, those are the questions that people are asking when they think about hiring you or me. And for people that don't have a reputation in advance, it's pretty tough. So that's the challenge that I think organizations start with, and that is: can I trust this individual?

I think I can trust my internal person because I've gotten to know them. I know what they can do. I'm clear about the limitations of that person.

And I think that I have agency over that person, right? Because they work for me. Those are the issues that people are thinking about when they're thinking about freelancers.

And in a situation like we have today where it's unclear what level of permanent resources are necessary, freelancing makes more sense than ever before. There's a lot of work that's gonna be replaced by technology in one way or another because the jobs are crappy. I mean, they should be replaced because we need to free people and empower people to do better and more interesting things. And we can do that.

But in order to do it, organizations have to be real mindful these days about what they need.

Our job in freelancing is to help them to understand that we can provide them with what they want. Not just with what they need.

Listen to The Independent Workforce Podcast on:   

Yurii:

So recently COVID taught us that we can work remotely. Yes. And, um, many people even, uh, took two full-time jobs without both people knowing.

So it feels like they're becoming freelancers already by definition, without being a freelancer. So kind of like being a freelancer while still being a full-time employee.

So I'm curious, like from your perspective, how has, uh, let's not talk just about freelance, but overall workforce market evolved?

Jon:

Sure. You know, the best way to describe it—it's, it's a different article. So there's —if I can just take a step back for one second— an article people might read in Forbes that talks about trust and why freelancers get selected versus not.

There's an article in Forbes a couple of years ago that I wrote that I think people might find interesting. It's data-based—that talks about the specifics, etc.

There's another article, also data-based, that talks about the challenge you're raising today.

There are three kinds of folks working out there in one way or another:

There are folks working contingently, there are folks working permanently, and then there are about 40% of people who have side gigs.

As you just pointed out, every one of the people who has a side gig is thinking about their career and their obligation differently than people who don't. If I have a side gig, I'm freelance-light.

That's a wonderful, wonderful word to think about. And by “freelance-light,” what we mean is: They expect the opportunities and benefits of being a freelancer while they're a permanent employee.

They want more flexibility than they have as a permanent employee. They want more agency. They want more choice on what they work on, and how they work on it, and where they work on it, and when they work on it.

And if they're very, very good, their expectations are demands—and organizations will meet them.

But what we're seeing more and more and more is that the whole issue of working remotely is running into two issues.

Listen to The Independent Workforce Podcast on:   

One is: Do I trust these guys—that they're actually doing full-time work? And we're seeing enough examples where people start to worry. And the second is that organizations really aren't in full command of their resources right now.

And so you're seeing this thing that they call “bossism,” but the bossism isn't because they're jerks. The bossism is because they're not entirely sure that their organization is under control and delivering against their vision.

And so the thought is: Well, if we have more people coming into the office, we'll have more control over that. I don't know that we will, but that's, I think, the motivation behind it.

So we are returning to a pre-COVID/post-COVID reality, right? I don't know exactly what to call it—where there are fewer and fewer opportunities to work remotely and to work remotely full-time, and many more expectations around performance management than there have been before.

So this is a—you know—it's a bounce back from a time of greater flexibility. But it would be good to come back to the middle at some point soon.

Do I believe that freelance opportunities will grow? Yes.

Do I believe that we need a thousand freelance platforms providing that? No.

One of the things that we're learning, Yuri—I believe we're learning—is that freelancing was a business model until things changed. And now it's much more of a channel. And what you're seeing is: freelance platforms are becoming more full-stack in terms of what they're offering.

So they're offering full-time people that they're actually, you know, sort of providing traditional recruiting opportunities and then everything else. And it's, so it's getting a little confusing about. What are we doing here as an industry and how is that working out?

Anyway, hope. Hope that was helpful.

Yurii:

I can even imagine at some point, at the platform, you'll see full-time employment, you'll see freelancers, and you can even hire AI agents.

Jon:

No, no. Already, already, yeah.

Yurii:

So, where do you see the biggest misalignments between company expectations and freelancer realities?

Jon:

I think that one is—if we start to think about this from the organization's point of view—for the next couple of years, [they're] gonna be very confused about what resources they need and at what career stage they need them.

And so if you sort of think about what AI is doing, it's kind of knocking out two kinds of opportunities. One is knowledge management in the traditional sense, right? 'Cause you can look it up. And the second is the automation of dumb work or crappy work, or whatever you wanna call it—bullshit jobs, whatever people call it out there.

And so I think those are two things that are happening. What does that mean for freelancers now? Only my impression—so, I mean, there's lots of truth around—I only have one perspective. And that is, I think it's gonna be tougher and tougher for the next few years for freelancers to figure out where they fit.

You know, obviously so much is changing. We're in the middle of sort of a hurricane, a tornado of technology. And I think it gets harder and harder for people to be generalists. And so more and more I think what people need to consider—if they want to go into freelancing—is:

What are the issues coming up over the next three to five years, and where do they play? If you're a typical developer, you've got a harder time in a world of low-code and no-code.

If you're clear about your expertise, and the expertise is in need—and it's likely to be in need over the next couple [of] three years—that's a good thing.

But if you're not sure whether your expertise and the needs of your clients are in alignment, you have some homework to do. And I think the challenge for many freelancers is the regularity of doing that homework again and again and again.

Because I think it used to be—you're a developer, and you sort of had one way you think about yourself. Have you completely sort of reorganized your thinking about being a developer over the last two or three years? Right.

And are you gonna have to do it again in a couple of years, as some of the new technology comes into place? Of course you will.

So I think the biggest challenge for individuals is not to see the future, but to see the emerging needs of their clients and to be clear about who their clients are, and what set of clients they're responding to.

And if you think about an organization like Freelance Unlocked—which I know you're involved in— that's a very important source of insight on that stuff. When you get 500 or 600 or 700 people together, and they're all in one way or another sort of assigned to the tech field—wow. I mean, what a source of insight for knowing what to do, where to go, where to focus over the next couple of years.

And if you're not doing that, then I think you're gonna be left behind.

Yurii:

And it's like more on the individual side. And, you know, every time that I talk to another freelancer—and I've had so many conversations already— it's all about building a freelance business.

It's not just: you are a developer, or you are a marketer, or whatever. You are a business owner. You own a business of development, you own a business of marketing, of community—you name it.. So still, as a business, you have to find a client.

This episode of The Independent Workforce is brought to you by freelancermap, the Home of Freelancing.

Whether you are looking to hire top freelance talent fast, or you're a freelancer ready to find your next big project – freelancermap connects the right people with the right work. No endless job boards, no guesswork. Just direct access to verified experts and opportunities across the globe.

Visit freelancermap.com and start building your next success story today.

Freelancers definitely should be out there. They should be talented. They should be understanding companies' needs and all that stuff. So what should companies do?

How should a company act to unlock this superpower for themselves? Because it feels like they are not aware that it even exists. They are aware of full-time employment, they are aware of AI – but they have no idea what the hell to do with these independent people they can't control. So how can companies start working with freelancers?

Jon:

You know, the first question that you gotta ask is: what role does freelancing play in a company's workforce strategy? There are an awful lot of companies that don't have a very good or very clear workforce strategy, and HR is not great at creating workforce strategy.

If you think about scaling, which is the essence of workforce strategy, it's hardly ever done by HR. It's done by operations people who know how to do it. So I think the starting point is to understand that most organizations don't have a way of thinking about the categories of work production that need to be in place.

Until organizations do that, freelancers will always be the... will always be the marginal utility that you bring in when you don't have the others. And the problem is, of course, that it's no fun to be a marginal utility.

So you need to – I'm gonna come back to the individual, and then I'll go back to the organization. For the individual, it means finding the companies that get it, right? And getting to know them, and working with them, and building relationships with them – and building relationships with the people that support them. I mean, that just makes lots of sense.

For the company: HR's gotta get on board and has to think about what it means to have a workforce that has sort of three legs. First leg is internal talent. The second leg is external talent, or contingent talent, or talent when I need it. And the third one is AI—or automation and AI agents—providing that additional stuff.

I think what we're gonna find is that an awful lot of the AI stuff replaces some of the freelance stuff as well as, obviously, full-time employees.

Do I think that there'll ever be an organization—what do they say?—a unicorn of one employee? Maybe. That's a lot of agents.

But I think the future of freelancing is gonna depend on how well organizations think through their needs over not only the current period, but the future period. And most organizations are feeling pretty uncertain and pretty unstuck around that, because of the unclarity of what AI can do for them. So there's a lot of holding back. You'd think that that would create more freelance opportunity, but I think what it does is it just creates more focus on the AI, and less opportunity in general for people right now.

Yurii:

You know, sometimes the more AI tools we have, the more tasks we create. And sometimes it feels like... it'll save time, it'll help us all work easier... No, it doesn't. It helps do something 10 times faster than you've been doing forever, then you have 10 times more extra tasks.

And I also feel like, you know, when I talk to people who are working in different organizations, there are many, many things going on that I call showing off. So it's not like really making progress, but it's like showing off the progress.

It's something that I don't see in freelancers, because freelancers - they're there to finish a project, to get things done, and just walk away to another client or just walk away to another project.

Because they're not interested in spending time—because they are not being paid for the time. They're being paid for results.

And, um, you said that HR and companies are not used to this, and they have to change their internal processes to really start working with freelancers and other independent experts.

Still, if companies don't adapt their processes for flexible talent, what risks do they face in terms of agility—or maybe even competitiveness?

Jon:

You know, I think the most fundamental risk that they face is that they don't have access to really talented people. So, I mean—that's kind of a problem.

And I guess a second risk is that they're not on top of things.

You know, one of the reasons why you bring in freelancers—let's think about why you're bringing in freelancers for a minute:

So the first reason you bring in freelance: you want to fix something, or start something, or create something that you aren't able to do internally. Second reason is: you're able to do it, but you've got other people doing other things, and so you bring in these guys to do this. Third thing is: they have some unique expertise that will make whatever it is that they're doing faster, better, etc.

But there's a fourth reason, which is: this is the way in which we help your people—who are full-time—stay in touch with what's going on outside in the world. And we need to do that more and more and more, because the speed of change is getting faster and faster.

So one of the best reasons for bringing in a freelancer—if you bring in the right freelancers—is that they'll teach you what's happening in other places.

So, I'll give you an example on the AI side, just because it's current. It's fun. One of our clients is a research organization, kind of like Consumer Reports, right? They do industrial research to help companies make sure their products are what they need to be. So they'll look at materials – like Tide or some other product to wash your clothes. Is it doing the right job? Is it doing the job effectively? Is it safe? You know—all that stuff.

When researchers research this stuff, they have long lists of criteria that they're looking at, and they write lots of notes, right? Those notes go to somebody—and that person has to type those notes. First they have to read those notes—which are, part of the time, pretty hard. But once they read it, they have to enter it into a computer. And once they enter it into the computer, they're able to manipulate the data in one way or another.

But think about all of the time it takes for somebody who probably has a bachelor's or a master's degree—maybe a chemist or whatever— and their job is to type somebody's notes into the computer, day in, day out.

That is about as ugly a job as I can think of. And we are able, through our tech, to convert that writing to data immediately. You put it in the computer, the computer reads it, it puts it in the dataset, and we're now on target. Well—why wouldn't you do that? It just makes sense.

And it's one of many examples where the AI is able to eliminate a task that was not feeding a person's soul, was not teaching them how to do different things, was not helping them grow as a professional— it was just that they were the cheapest resource around, and so they got to type it in.

Yeah—we can do better. AI can help us to do better. But what that means is that we're very much in a learning mode around what it is where we seek the technology, and what it is where we seek the advice of a technologist—like a freelancer.

And that confusion creates uncertainty. That uncertainty creates a willingness to sort of hold back. And I think we're experiencing some of that right now. But I think we're going to see tremendous opportunities for freelancers in the future, as organizations try to do the stuff that their people don't know how to do.

Yurii:

And I feel it's so much easier and faster to hire an expert who is already on the market, who's been in different organizations, who has all this experience—who you can basically get on board in a few weeks, and then finish the training or the project or whatever you want in just a few months.

If you're talking about, like, a full-time person, it'll just take a few months to hire this person, and then it'll take more—a few more months—to onboard this person. Yes. And then—like, you know, as in this, like, fairy uh, advertisement from a long time ago, like Viri and Villajo— they're already partying, and they're just starting washing their, um, their, their things after, after the food.

And, um, I'm curious—so you are talking about freelancers as this workforce that brings you clarity, and like, kinda like a touch of, like, the outer world—of what's going on. How can I work with someone I can't control? I don't know. I have no idea how to do it. So—how do you connect these two sides? How do you deal with the trust issue to bring all the benefits of freelancers inside the organization?

Jon:

Yeah. So what we know is that we're more likely to be successful if certain conditions are in place. One is: the need is clear. Right? The need is clear. Second is that I have information that tells me that you are somebody that I can work with.

So the feedback from an influential third party becomes really important. And it's a lot different than, you know, "go look at my website and feel good about it."

So first thing is: we need to make sure that the need is clear. Second is: we need to make sure that you are reinforced by somebody who has the trust of this individual. And the third is: that you have the technical insight and expertise that's needed. And the fourth is: that your cost, your schedule, etc., is what I can afford or what I'm willing to pay. Those are the four very basic things.

So if I'm a freelancer and I'm—well, let me give you an example. Last year, I was invited to do a consulting gig. I used to be a consultant a long time ago. I was asked to do a consulting gig for a company. There was a new CEO coming in, and he said, "Would you be willing to help me sort of take a read on what's happening in the organization—what issues, etc., etc.?" And he said, "I just need it to be done within this timeframe, at this cost," etc. And my response was:

"I really appreciate it, but I don't have the time to do this right now. It would require me to learn a lot of extra stuff, so thank you. Let me give you some other folks who I think you might be very happy with."

Listen to The Independent Workforce Podcast on:   

They got the other folks, and he felt very good about it. And I built a relationship with him that allowed me to do subsequent work – in part because I said I can't do this work at the level that you require now.

So I think it's so human, Yurii. At the end of the day, this is human to human. And if we can establish that we understand their need, if we can establish—through our relationships—that we are trusted, if we can demonstrate that we have the expertise that they need, and that it comes at a cost and a schedule that's reasonable—you get the work.

Now—how many folks in your experience go through that kind of a process?

Yurii:

It depends. I don't think that all that many.

Jon:

Right. I don't think all that many do either. And that comes back to your original point, which is: you're a business. You have to operate as a business. You need the background of a business, the reputation of a business. You need the communication of a business. And if you don't have that, you won't get the work that you want most – and you won't get enough of it.

Yurii:

Coming back to the third-party question – how do you think recruiters, staffing companies, and independent experts like yourself can make this collaboration process smoother?

Jon:

Boy, I think that's a great question. And the starting point is – SaaS is an interesting thing. The notion of SaaS is: you call, I respond. Right? But we've got outreach to be doing in business. You can't just hope that people will call your platform. You can't hope that they'll automatically see your platform as a place where they can find great folks.

So, I would – the examples that I would give...Let's use Gigged.AI as an example. Rich Wilson and Craig Short – I don't know anybody who works harder than they do. These guys run a Scottish-based platform. They work harder than anybody else to let everyone know what they're doing, what their people are capable of doing. They put a ton of effort into articulating why they are a source of excellent talent. If everybody did what they did, an awful lot more people would be successful.

Listen to The Independent Workforce Podcast on:   

So I think part of it is: You've gotta reach out. You've gotta articulate what you bring. You've gotta articulate what expertise you're able to provide. And you've got to create a process of reviewing talent on your platform that's easy, comfortable, and well-informed.

Right now, let me use the example of Catalant, if I may.

Catalant is a very large consulting platform, as you know. And they did something really interesting recently.

They transformed the way they speak to their customers. So instead of giving their customers access to 115,000 freelance consultants in various areas, they created capability sets. There's a capability set called transformation. There's a capability set called strategic analysis. There's a category called AI. These help clients understand the areas where Catalant is really strong. They took 115,000 freelancers and identified, I think, 22 categories where they could really compete with a McKinsey, a BCG, a Bain – or any of the other platforms. And I think that's been helpful to them.

So again: The quality of your communication to your audience – what you're good at, what you're not good at, where you're really focused – that's very important. There's a communication piece, there's a structure piece, there's a presentation piece.

And then for individuals when you're given the opportunity to talk about what it is you're good at, what you're best at doing – How clear is what you have to say? How specific is it? How concrete is it? All of these are just the little things that businesses need to do - and individuals who run those businesses need to do – to stay up to date.

Yurii:

Jon, I have so many questions, and I really wish the sky was the limit – but time is the limit. So, final question: What advice would you give to companies just starting to use freelancers?

Jon:

Talk to them. I know that sounds like a funny thing to say, but let me give you a story that's not exactly on point, but it's pretty close.

I was invited to work with a large bank – one of the top five banks. (Not a bank I had been the HR leader of, but a different one.) They wanted to know how to work with freelancers – how to treat freelancers as customers. And my response was:

Well, the first thing you ought to do is figure out how many of your 11 million clients are, in fact, freelancers. Answer? 11%. So out of 11 million customers, over a million were freelancers themselves.

And what the bank needed to do, of course, was talk with them. So our suggestion to them was: Why don't you pick 50 freelancers – rotate them every couple of years – and make them an advisory board?

Pay them a couple of hundred dollars to give you advice on how to work with freelancers and what services to provide them. That was very helpful for them. It wasn't the fanciest advice in the world, but it was a starting point for a conversation that helped them get clear on how to set things up.

Let me give you the flip side. Each of the large consultancies and audit firms – Deloitte, PwC, etc. – has tried something similar. I'll mention one: after spending millions and millions to build a platform for freelancers who wanted to work with them, they stepped back and looked at the results... and it wasn't very successful. Why? Because each partner at the firm already had their own group of freelancers they trusted and worked with. So having a general company-wide platform wasn't very useful – everyone had built their own micro-platforms.

There's a message there: They were bringing in people they could trust. Not just people who showed up on the platform. They were starting with trust. That's going to be the number one thing any organization can do before it tries to scale freelancing:

Find platforms, find individuals you believe can be trusted – who can support you, understand your culture, work well with your leaders. All the basics. I think that's kind of the answer.

We've got to develop a process – over time – to turn something that feels innovative but narrow into something that feels normal. And I think what you and I would agree on is: Our goal is to make freelancing feel normal. Not exceptional. Not weird. Just another tool organizations use to make stuff happen.

Yurii:

No, I really like your approach of finding a person we're comfortable working with – like a freelancer – and then kind of getting them onto this advisory board and giving them the responsibility of managing freelancer relationships in a way.

They understand how it works, and I feel like they'll definitely know whether another freelancer is the right fit for your company or organization.

You can even ask them, “Are you sure this is a good fit?” And I feel like they are – especially if you have, I don’t know, five or ten people on this advisory board. You already have a kind of freelance department inside your organization.

Jon:

You know, I’d add one other thing – and that is, I’m really impressed by the work Matt Mottola is doing with Tony Buffum and Paul Polo.

First of all, they’re wonderful guys. But second, I think they’re doing the best job of figuring out how to create a utility that helps client companies – enterprise companies – know which freelancers are a good fit for them. And I’d say, when you have the opportunity to bring those guys onto the show, I think they’ll be very interesting for your listeners.

They’re doing some really good stuff – Matt, Paul, Tony, and others they’re working with – to really help organizations make intelligent selections.

Yurii:

There will be, there will be many, many things to come. And yeah, Jon – thank you so much. First of all, thank you for being in this industry for so many decades and growing with it – even before it became mainstream.

And for continuing to build, to create, to share your experience with the world.

Thank you for building startups, and I hope that at some point – who knows – maybe we’ll see this great collaboration of full-time, freelance, and AI working all together.

Jon:

I think it’s happening. I’m excited about it. Really excited.

Yurii:

And yeah – once again, thank you so much.

Jon:

Thanks, Yurii. Great to talk, always.

Yurii:

And to our listeners – thank you for joining us on this episode of The Independent Workforce.

I hope you've taken one step closer to working smarter with freelance talent. If you enjoyed this conversation, subscribe to learn even more, and share it with your colleagues.

And remember: the future of work is now.

Build flexible teams with top freelancers

[Sign up now](#)

Integrate freelancers into your strategy and stay ahead of the curve.