

Why Workforce Planning Needs Independent Talent - Episode 40 with Edward Vanhoutte

Yurii Lazaruk: [00:00:00] 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 Yuriy. I'm growing the freelance market at Freelancemap, an international platform that's been connecting top independent professionals with companies for over 20 years. And my guest is Edward Van Houte, a founder and managing partner of Beam, who has spent more than two decades working as the intersection of HR transformation and independent expertise, and now helps companies bring in experienced freelance HR leaders, not just to fill a temporary gap, but to actually leave the internal team stronger than before.

So welcome, Edward.

Edward Vanhoutte: What an introduction. Thank you very much for having me, Yuriy.

Yurii Lazaruk: Super happy to talk to you, to ask you all the [00:01:00] questions. And let's start with the easiest. So share- Okay ... a little bit with me your background, and what role do you play right now in this independent talent market?

Edward Vanhoutte: Yeah, with pleasure.

Thank you. Well I'm, living here in Brussels now with my, partner and two children, and I'm also working here since, 1999, back in the days when I still had some hair. I always worked in HR, also in sales, never in pushy sales. First, 10 years as an employee, that went quite well.

Until 2009 where, and to be totally open, I suddenly lost my job, and to say it bluntly.

And then all of a sudden, yeah, I didn't really know, what to do. I, I wanted to continue in HR and, I was applying for permanent roles until I had a conversation with somebody who said, "Hey, we have a freelance HR assignment, isn't that something for you?" Then I thought, yeah, maybe, but I don't have a VAT number.

And this person said, "Yeah, but you can get that quite quickly. It's easy." And I said, [00:02:00] Yeah, why not? And I started as a freelancer then in HR, and from one assignment came another. And, yeah, I, I really felt, okay, that's something for me. I liked the variation and the project work until 2014. Then I started communicating to the markets that besides my own services as an HR freelancer, I also offer the services of my colleagues because, also a bit, I think due to my commercial background, I got some phone calls from, former clients, "Hey, don't you know somebody?"

And then I always referred the people with my regards. Said, yeah, but why not build something and build a network? And then slowly but surely, I, slowed down my own number of days on assignments, and I really started focusing on that. And that's what I'm doing today with, the company BEAM, so really specialized in HR interim management.

So we are strengthening HR teams from within.

Yurii Lazaruk: Yeah, and you know such a journey. So you started like doing [00:03:00] it yourself and you actually explain something that many freelancers are also seeing from their side. So it's a little bit kind of like, a little bit scary to start because like it's not something that you get used to.

And then there's a question like how to get projects and how to lose the stuff. But it's also like from the business side, I, I feel like they have the same scary moment. They're like, oh my God, how can we control these people? How can we manage them? How can we find them? Or like, how to ensure that they're not taking our intellectual property and stuff.

But like it's pretty much the same as like with the full-time professionals because you still have to deal with the staff and somehow people think it's different. And I'm curious, like, so you, you, you also told that, you had one client, you had another client. How did you find those clients? Or maybe they found you

Edward Vanhoutte: It's a small world in HR so it's, it's also HR for HR that helps. What helped as well for me was, that I, I, also followed some trainings from time to time and when it is a [00:04:00] training of let's say 10 days you are in a classroom with, lots of people, peers, other HR people.

You start getting to know each other. You build some trust. You like each other and I, I didn't, hunt for that or something but, also, yeah quite some clients came via these trainings. That was also a way that worked, for me and, what also worked for me is, is seeing a lot of people but just for lunch or, and, and not doing sales. I mean, eh, when I acted as a salesperson doing some cold calls, ah, I felt, mm, that doesn't work in our markets. Just share things, give things in an honest open way and, yeah, then, there, there's something coming out if it or not, huh? But that's, that's bit how it went, yeah.

Yurii Lazaruk: I feel like that's exactly how it works in freelance and overall because you have to build your network that I call friendwork. Basically you build... You connect with people on a human level and then you continue those conversations, but it also works two sides. [00:05:00] It's not just works when you connect only with professionals but also the same with the clients.

Because when you, act, come on a project and you act like "I, I don't care, I'm here just for some time," and, you do not invest in anything and then you just leave, yeah, that's it. But when you still build these relationships first of all with the person who hired you, secondly with people you work with, maybe a little bit with management, there is a huge chance that this company will like you.

They will say, "Oh, he's interesting person. Maybe we can continue having these conversations and continue work together." And that's also the way to get upcoming projects, you know, through these personal relationships. And since you've been for such long time I

would say on this market for over two decades, how did you see, like, what changed in specifically working in ze, in the independent talent market?

Like, are there any growing flows or is there something going bad? Like, how, how do you see it from your perspective?[00:06:00]

Edward Vanhoutte: I think a lot of things have changed, in the meantime. To pick out just a few, the first one is, is that there are a lot of more agencies on the markets; not only agencies also online platforms, new technologies and so on. That means that there is also a market for it. So there's mor- more demands, more offering.

And I see that mainly on the... When we talking about th- the functional level of the freelancers still mainly on the operational side. So I'm curious to see how it will evolve because when companies are looking for a really senior profile then maybe that's a bit less offered by platforms or less by specialized agencies.

I think that's one evolution I experienced. The second one is inside the companies, also even in smaller companies, the way talent is managed is also changing. [00:07:00] You could call it total talent management. Yeah, it's not only that they are calling out for a freelancer when there is a need. No, It's also in some companies part of the workforce planning.

They say: "Okay, yeah, we will have X number of employees. We will expand this workforce with X number of freelancers." And then besides that, there is also the technology, of course, more and more at this evoltment towards our evolution towards a blended workforce is more and more clear for me. But that's something from the last years, I would say.

And then to conclude, maybe more on a macro level, there's also the demography demographics. There are already now and also in the future there will be less people on the markets. So when we are talking about the war for talents, it's real. It's here. It's more and more difficult for [00:08:00] companies to find people on a permanent basis and certainly when they are looking for niche experts. And the way where we were talking then about HR and Talent Management

Companies are working they really created lots of expert functions but which are really difficult to fill now. So I think lots of organizations will need to rethink how

they work, how they are doing their organization design and may also evolve toward broader roles with also more flexibility for the employees. And then when there is a need bring in some niche expertise offered by external people like freelancers yeah

Yurii Lazaruk: Now what I see that companies are currently rethinking the workforce, but in a, in, in kind of like AI stupid way. That they think that AI will replace everyone and then they just fire like hundreds and thousands of people because AI can do this. But then they rehire those [00:09:00] people again because they understand that A- AI can't do this.

They... You still need human input, you still need control because, no matter how, how, how amazing AI is, it, it still won't do the work f- all the work for you. You still need to be there and inside. And also, you know, I, I really like this total talent management. I ... It reminded me, like, the Total Football, tactics from Ted Lasso and it was also like from-- I, I believe it was, like, H- Holland, Holland's Total Football technique.

But anyway, this is totally different journey. Totally. But, y- you told us these companies, they are in- inviting freelancers as, like, part of their workforce, and also you told that they are not hiring as many senior professionals. So what kind of freelancers they are, like, bringing into the workforce when they are planning and, what kind of profiles and why do they look for them?

Edward Vanhoutte: Yeah. I think it, it really depends on, on the question, they're having. I mean, it, it can be just to fill a gap, [00:10:00] yeah, so when there is somebody out and, and ... or maternity leave, or, because they don't find anybody, which is more and more the case, in attendance, or because somebody is out for a long duration.

so that's, I would call it capacity. They bring in capacity. But, there is this evolution that I notice, is that they are also looking for capability. I

mean, of course, people need to be capable, but, when they are calling out, a freelancer, for a freelancer, it's for a temporary needs.

But of course, it wouldn't be sustainable when, on, on, on the day that the freelancer leaves, the same problems come back again. No, they're looking for some- something more lasting, in terms of impact. So I think, when you really bring in an, an expert who is operational from day one, but who also has this, sharing mentality and, and shares knowledge on the job, shares his expertise, makes th- the team that this person is working in stronger, this person will also leave something behind.

Yurii Lazaruk: when someone, let's say, go for maternity or [00:11:00] paternity leave, whatever, this person is away for, I don't know how much time, but let's say like six, nine months.

And then when this person is out, freelance is in, and then, like, you are still moving forward, the business is moving forward, and the speed right now is, like, super fast. You know, like it, it sh- things are changing very fast. And in six months, it's, it can be, like, totally different role that this person is having.

And then freelancer is going away, and this person is hopefully coming back, maybe not. So this person has to be kind of like retrained again. So there is no sustainable, y- it's, I feel like it's always like, you know, one step forward, two steps back. It's, it's, how can we actually make it work?

Is there a right way to use independent professionals to not, not do these two steps back? Maybe to move, like, two steps forwards and one step back.

Edward Vanhoutte: Bringing in somebody also means that, in most cases our customers don't have a lot of time. [00:12:00] And so, how can we make it work?

I think the ownership of the freelancer is very important, that the client doesn't have to, spend too much time guiding this person. that depends on the profile. But it also depends, of course, on the clients. How can we make it work? I think, when the customer is really,

preparing the onboarding of the freelancer, making sure all the systems are in place, and then give this autonomy to this person, but also be open for fresh insights.

Uh, and that can also be critics. So ask this person, use between brackets this person for their fresh insights. They don't have blind spots. They're coming with a fresh view. So I would say be open and, and make use of that. And, and try to improve the way you work, together with this person.

Yurii Lazaruk: That's the hardest part because sometimes- Yeah ... they just don't listen, you know. Like, companies, they're hiring independent professionals, and they think like, "Yeah, it's just to fill the gap. Why should I care?" But then as you've said, those, those people are, are coming and [00:13:00] actually sharing what the reality is, you know.

Like, in this, in this fairy tale, the, the king is naked. So it's like, you know, sometimes you don't see it because you have all the people around. You have specific, culture. It, it's great when you have, like, a real trust and, truth sharing culture, and you really want to grow and help and support each other.

But it not, it, it doesn't work all the time in every company. And sometimes people like, yeah, they're getting blinded just, you know, just to keep their job. And, then freelancers will come and say, "Hey," we just call shit sheet. That's how it is."

Edward Vanhoutte: Yeah. Indeed. Maybe one, one thing to add, Yuriy, I think, of course freelancing is part of the solution.

And so you also have to be critical, about the way you're working and about the way your organization is designed because when you're only treating the symptoms, of course it won't work neither. We mentioned these demographics, so also be open to rethink as an HR person then, and as a CEO and as a management, the way your organization is [00:14:00] designed and maybe, we should step away from working with functions, with only in with departments, with like, dependencies from each other which is causing in a lot of cases,

tensions, stress, which then also causes burnouts or long-term absences.

There's something wrong in the way lots of companies are, are working and our understanding for how this evo-- how it evolved. But nowadays, I think also with the fact that there are less people on the market It's really a momentum, yeah, so to, to rethink, the way we are working. And, indeed combine this with, with this total talent management approach what we discussed already.

Yurii Lazaruk: This episode of The Independent Workforce is brought to you by Freelancer Map, the home of freelancing. Whether you are looking to hire top freelance talent fast or a freelancer ready to find your next big project, Freelancer Map connects the right people with the right work. No endless job boards, [00:15:00] no guesswork, just direct access to verified experts and opportunities across the globe.

Visit freelancermap.com and start building your next success story today. And also it's easy to try, to try with independent professionals because you don't have to hire them full-time like for years. You can try this approach with them. You can, uh, go away from job titles, you can go away, like, from the stable job descriptions, and you can actually hire them for tasks and see how it works.

And, you know, like, do the small tests and run it, and then maybe even learn something and implement into your usual company structure. You don't have to rework everyone for everything from scratch. And also, you still told that you see on the market that people aren't, still not very much hiring these senior professionals.

So they prefer- Mm ... to have those professionals, like in full-time teams. So I'm curious, like, what are the biggest concerns? Like, what stops companies, from [00:16:00] hiring these external professionals for the senior ro- roles?

Edward Vanhoutte: Of course, when you look through the history, so, when we're talking about, eh, 10 or 15 years ago, you had s- a bit different landscape.

Eh, you had the interim managements, mostly for, replacements, and on a senior level it was more for, like, reorganizations. And then you also had the consulting world where we have people who advise, companies on a strategic level and, do a part of the rollouts. And I think these worlds are blending more and more, and that, maybe,

Yeah, when, when companies are still hesitating of hiring, an interim manager or a freelancer on a senior level, it also means that maybe, they don't, already, know, all the possibilities of it. Um, but when you bring in an expert for a more consulting-ish, heh- Hmm ... assignment, that's also totally possible, huh?

Because, also in the interim management or freelance markets, you really have, experts with a [00:17:00] consulting background in, in a lot of cases but who also worked inside companies, so they know both sides of the table. And the difference within the traditional consulting approach is that this same person can deliver strategic advice But can also do the rollouts as well, what we mentioned.

And, I think that's a difference. But when you compare that with consulting, you could call it consulting from the inside out and, hiring somebody who is doing advisory but inside your team.

Yurii Lazaruk: Companies are ready for consulting, but they're still not very much ready for like senior interim professionals or senior freelancers.

So I'm curious, like from your perspective, how to make it work? How to become ready to hire external workforce, and how to actually build this blended workforce in your company?

Edward Vanhoutte: Well, I think how to make it work, be- before looking, who do we need, eh, I think a good first question is what do we want to solve, yeah?

That's also related to a more [00:18:00] evidence based way of working. Before diving into solutions, eh, take one step back and think about, "Okay, what, what is our question? What do we want to solve?" And, if, if the solution isn't a freelancer or an interim manager, okay,

th- th- that's one possibility. But you can ask yourself the question, "Do we have a continuity problem?"

Do we have an impact problem? Is it maybe both, huh? Do we have to work on, capacity and bringing in expertise?" And then after that, okay, look and look for somebody on the market. And, for this element, I think, when you're looking for somebody, it's very important in my view to be totally honest.

Because, yeah, when organizations are looking for a freelancer, let's be honest, it's not always in the best contexts that this person is arriving as somebody is out because of the tensions or something is not working, eh. And this [00:19:00] person is arising there and people are expecting, "Okay, now it will be solved."

Eh, , um, "We had this solution" Okay, first of all, be totally honest to the, to the freelancer beforehand, before you hire this person about the situation. And then also be real about the expectations. And, and, and lastly, make clear arrangements, about the outcome. You could call it a statement of work.

But, make clear agreements on the expectations, what success looks like, what are the milestones, and, and keep this outcome based view, yeah, and don't only look to the presence o- of this person. But keep track of that via regular check ins and, also an agency of course can play a role in that.

But I think that's also crucial. Yeah

Yurii Lazaruk: You talked about what success looks like and sometimes what I hear a lot specifically from recruiting agencies is clients are coming [00:20:00] to them They have some, some challenge. But they don't actually know who do they need and they don't know like what they need to be actually solved.

So they have some kind of a North Star and say, "Hey here is this mountain summit we want to get there." But they had no idea where to start; they have no idea what the trail look like; they have no idea whether there are bears or not; whether you need like wheth-whether

there is snow or et cetera so they have no idea what the journey looks like.

So they don't even know whom to hire. So basically they say, "Hey we want to deliver this project but we don't know who to hire" And what's the easiest way? Of course to go any kind of LLM and say hey here is what I want to make please create a job description for me.' And then they are creating this random job description and then they are looking for random expert and then yeah it's a mismatch because you hired a person not for what you want but something for what you think you want.

A-and I'm curious from [00:21:00] your experience where, where is recruiting part stands here? So is recruiting part is just hiring what clients tell you or is it something else?

Edward Vanhoutte: I, I think, it don't have to be only what clients tell you. You, you certainly may challenge that but I would say in a very pragmatic way.

Of course when clients need somebody and, in most cases it's to start yesterday. I mean, it's so urgent they are like almost, yeah, sometimes in a little bit in a panic mode, It's always super urgent and then you come then to say, "Hey let's take one step back and let us do an analysis and here is our tool," and so on.

And s- so okay, another case is they will say, "We don't have time for that." I mean, but you can already do that, in one conversation or, or in, in a very pragmatic way with, with an accessible tool, to, to look at what do you really needs. Yeah? So, and then ask critical questions and then maybe because of this [00:22:00] conversation, the client will have some new insights and you will change something about, about the needs or about profile that is required, and then you can go ahead of course.

It's difficult you could say to point exactly to moving targets. I mean, the target of what they need should be clear from the beginning. Yes? Because otherwise it's ... Yeah, it may be waste of time than for all parties and that would be a pity, yeah.

Yurii Lazaruk: And I think it's also scary movement to kind of like tell your client that, hey, I think that is not what you need, here is what you need.

Because first of all we need to build trust so this person has to actually believe you and not just things that you want sell them something they don't need. Like, oh no, no, I just need this. But once again, so it's always a question of building this connection and you have to do it very fast which is like one more, eh, really harder part.

I have like dozens or maybe even hundreds conversation with recruiting professionals, with people within the [00:23:00] companies like NASA, Airbus, Microsoft who are hiring independent professionals, and some of them been running these programs for external talent for decades already. And, when I ask them, like, "Hey, why do you hire?"

They tell all the same things that you told about agility, speed, deliverability of projects, and, like bringing innovation inside the company. But then I also talk to another type of managers who have this like kinda like more, I would say kind of old fixed mindset where it's still good just to only own person full-time and they're like, "No, no, no, no, I just need a person sitting in my office doing the task.

I need to control them, I need to ensure that they're working and that they're not tricking us," et cetera. So it feels like two different poles. And then when I try to kinda like change their mindset, it close to impossible because they're like, "No, no, no, that's how we done it forever. We will be okay." So from your experience, will there be okay?

Like are they missing [00:24:00] out on something in the like nearest five, 10 years, or they can still continue higher full-time professionals and that's it?

Edward Vanhoutte: I think, when you're not changing, and when you're not bringing new people , whether you want it or not, you will lose, innovation.

You will lose, new perspectives. the professor who gave the training had a quote and it was, always change a winning team. Okay. Of

course, a bit confrontational. But, the point was that, to be innovative it, it, it's, I mean a very stable team with always the same people which are having of course very good relationships with each other.

but after awhile they will lose perspe- yeah fresh perspectives and also, they yeah may like each other too much to have another point of view. And so yeah these days its evolving fast in the markets, I think it's already lots sectors [00:25:00] almost mandatory and so to do this innovation and change from time to time and so freelancing can be a good opportunity for that now

Yurii Lazaruk: It's actually interesting you brought up because first of all usually say out there in world some of around you then read believe studies start follow vibe five closest contacts starting ways speak ways eyes gestures make becoming more one wave exactly your points otherwise just move direction not higher lower won't see more than way right doing everything only your way okay[00:26:00]

other ways other people market specifically independent professionals benefit working years company working three six months

companies parallel bigger understanding experience short amount hire sounds two bonuses job done specific project bring insight win no loses or any losses

Edward Vanhoutte: For working with freelancers you mean?

Yurii Lazaruk: Yeah.

Edward Vanhoutte: There can be losers here I mean we are still working with people. I mean not a, yeah a 100% guarantee. There can be a mismatch. It- it's possible [00:27:00] eh from you're, you're working with different parties with the company, with, with the freelancer.

There can be misalignment of course you can, yeah do things to avoid that as much as possible but it's not a 100% guarantee. But of course, yeah you have this with everybody. I mean, you also have this with, with permanent employees, yeah.

Yurii Lazaruk: If you could design the perfect system for actually integrated this blended workforce for actually planning on hiring freelancers what would it look like?

Edward Vanhoutte: Inside the company you mean? Yeah.

Yurii Lazaruk: Yeah.

Edward Vanhoutte: Yeah. I'm thinking about three pillars. Permanent employees, freelancers or external workforce, and technology/AI. And that we, take a blank sheet of paper and that we look to the organization and to the jobs And that we say, "Okay. Let's list all the tasks."

Le- let's list all the required skills and then define, also looking at our future [00:28:00] needs of course what can be done by our permanent staff? What s... should be better, eh, done by a freelancer or by really like, an expert who is doing that?" And what can be automated? And, and, and how can we blend these, together, that we have a better result than, than beforehand?

I think that's one element. And then the second element is, more from organization design perspective. What I mentioned is that, step away if possible, from the purely functional, departments and also create, blended departments, like with

one person from IT, from finance, HR, marketing and so on, working more and more together on the same projects. So, and less in silos, to avoid these tensions and, handovers and that you can work much more, client focused. So that's also, like another way of working. I'm thinking about these two, elements.

Yurii Lazaruk: companies as they are trying to do something like that, they usually are called innovative [00:29:00] 'cause everyone else there trying to protect their departments, they still in different parts of the building behind closed doors, so you cannot easily talk to each other maybe in diff-...

on different floors. You have, like, finance on one floor, you have business on another floor, you have accounting on another floor. They

never intersect, they don't even talk to each other which is crazy. Like, how can you run the whole company if you don't let people talk to each other? And I feel like that's also the point why having this blended teams is, is the future because once again, how can someone from one team understand another team when they are only given some, you know,...

Okay, so let's imagine we have Lego blocks and we have ones that are not fitting each other and it's not because you can't use them to build a building, but it's just because you need one more Lego block to put inside, in between, to make it work, to make it stable and this another Leg block, it's another team and then when you [00:30:00] put them altogether in one room, you have a building.

But yeah, I feel like, you know, we are getting too much into philosophy and I feel like we can talk about forever and I wish to have the sky as the limit, but time is the limit. So the final question: what advice would you give to first, companies just starting to use freelancers; and second, to freelancers entering the market

Edward Vanhoutte: I would say one advice to companies and one to freelancers. To companies start with the problem and look at your own situation. Don't copy other companies, because of so-called best practices. Not because somebody, something is working in one company that it will, will work in your company, that you can just copy paste it, and just look at your own context.

What are your challenges, your needs, your problems? What do you want to solve? And then start from that. And so I think that, that, that would be one thing I could s- say about companies. And to, to freelancers also what I mentioned in the [00:31:00] beginning, I think, the best investment that you can do is invest in yourself.

Yeah. Take also the time to work on your knowledge. Don't only go for the assignments. It's, it's important, eh, to, to sharpen the saw and, and, and to, to, to stay, to stay sharp. And of course it will take time. It, it will cost some, some money in the beginning, but I think it's very important not only for the knowledge, but also for the network.

Yurii Lazaruk: To keep the conversation going name two people I should reach out to to talk about the independent workforce.

Edward Vanhoutte: One person I'm, I'm thinking about is, a person named Gaetan Bony. He's an HR leader, HR director, and he really has this experience on both sides of the table as an HR interim manager and as an HR leader.

I think he can, uh, bring in, uh, good insights and, and, and, and, uh, yeah, he's a really nice person to talk with. And, uh, second one is Nicolas Van der Steen. He, was, [00:32:00] for a long time a HR leader, VP HR, and, he just began as a freelancer. So maybe that's also interesting, eh, because he's new to the markets and, and, and- Yeah ...yeah, can, can bring in his perspectives as a, as newbie to the market.

I mean, newbie that it's, not a good word for him because he has a long track records, but yeah, you know what I mean. Yeah.

Yurii Lazaruk: Newbie in the freelancing world, you know. Because y- you are still starting somewhere because when you are an expert, it's like one thing, but when you are starting your independent practice, it's totally other because it's not enough to just have your expert hat on.

You have to be marketer, you have to have sales expertise, you have to be your own accountant, and there are like so many under one roof. So yeah, oh, we, we can call them, you know, this way. So it's totally good. And last but not least, what is one question that I should have asked you about the freelance market but didn't

Edward Vanhoutte: it's, HR. I think in HR we can, I, I [00:33:00] mentioned it very shortly, we can work much more in an evidence-based way. I mean, having this evidence-based mindsets, what I mentioned, eh, about start with the problem, don't copy other org-, companies, but also, the good news is that there is a lot of research available about what works and what doesn't.

And I think as a company, you can save lots of, time and budget when you focus on what works. I mean, there's the evidence out there, so

make use of it. And of course, sometimes it may not sound really accessible, but there are parties I can, do a shout-out to, their website. It's totally free: scienceforwork.com.

And what they are doing, they are, summarizing, scientific research into very accessible blog posts, with, practical takeaways and, I mean, yeah, the evidence is there, so make use of it.

Yurii Lazaruk: But yeah, I feel like people, they still need to use their mind and to think more about stuff and [00:34:00] actually, as you've said, to get real evidence, not something someone told you, but, like, do your own, run your own experiments, try things, learn from them, try them again, and continuously, continuously, you know, do, do this movement.

So I totally get you. And once again, Edward, thank you so, so much for this conversation, for sharing your experience, for first of all openly growing this market yourself, and for, like, beaming some light into this, dark part of workforce that not everyone want to talk about. Sometimes I feel like it's like this villain from Harry Potter no one can talk about.

But then, you know, at some point you need to do this because that's exactly how the workforce is growing, and that's exactly how you bring innovation inside your business, and that's exactly how you get the best talents on the market. So thank you so, so much for your professional job, and also for all these nice great thoughts and ideas that you shared with me today.

Edward Vanhoutte: Thank you so much, Yuri, for a great [00:35:00] conversation, excellent questions, and it was really nice talking to you. Thank you.

Yurii Lazaruk: And

Edward Vanhoutte: yep. Again, and all the best to you. It's a great initiative.

Yurii Lazaruk: And see you in the independent talent market. And for 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 talents. If you enjoy this conversation, subscribe to learn even more and share it with your colleague. And remember, the future of work is now