

8 THREATS THAT WILL KILL AMERICAN ENTREPRENEURSHIP

Inc.

2022
**POWER
PARTNER
AWARDS**

252
companies
founders can't
live without

**EILEEN
FISHER**

ON 40 YEARS
OF SUCCESS

PLUS ADVICE FROM

WARBY PARKER'S
NEIL BLUMENTHAL

THIRDLOVE'S
HEIDI ZAK

UNCLE NEAREST'S
FAWN WEAVER
... AND MORE

**DAYMOND
JOHN'S
NEW FOCUS**

THE SHARK
STOPS
SWIMMING
TO REST,
REASSESS,
AND REJOIN
THE HUNT

CHANGING THE RULES

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Heidi Zak

Co-founder and CEO
THIRDLOVE

“At the end of the day, you have to decide what sort of company you want to build. Pre-pandemic, we were not a work-from-home company. But post-pandemic, we will likely be a hybrid work-from-home/in-person company. And having clarity around this fact is going to be crucial—so that we can weigh new decisions and policies against this new ethos. Remember, the future of your business should not be in comparison with the way things once were. Instead, it’s better to think about the future in the context of the way the world is now, and the way the world will continue to evolve.”

Founded in 2013, Zak’s San Francisco women’s lifestyle brand has donated more than \$50 million worth of its products to women in need.

Martin Schapira

Co-founder
PÄTSCH

“Ideally, if your team flourished in their pajamas from their kitchen tables, allow them to continue to work from home. It’s time to toss the irrelevant ‘best practices’ and offer continued flexibility and open communication flows to maintain talent. It’s about doing what makes for happy employees who want to excel in their jobs and ultimately will work in lockstep to drive success for a business.”

Schapira, who is also the founder of custom water-feature design firm Okeanos, started his Jalisco, Mexico-based tequila brand in 2021.



Christopher Hopper

Co-founder and CEO
AURORA SOLAR

“Just because something was done a certain way in the past, that doesn’t mean it needs to return to that standard. For instance, there are now individuals who entered the workforce and for nearly three years have never set foot in an office. If a company required those individuals to work five days a week in person, it would be a huge adjustment. A company’s culture should be constantly evolving to reflect changing employee needs.”

San Francisco-based Aurora Solar, a SaaS company that specializes in solar project design and sales, has raised well over \$500 million since its 2013 founding.

45%

OF EMPLOYERS HAVE REQUIRED SOME OF THEIR STAFF TO RETURN TO THE OFFICE FULL TIME. JUST 4 PERCENT HAVE REQUIRED ALL OF THEIR WORKERS TO DO SO.

Source: The Conference Board

