We started this book with a common commitment to economic mobility and a sense that what we were seeing—in innovative financing models built around measured results—was intimately linked to a more equitable future. Since then, the pandemic has upended our world and our economy. The devastation of this crisis has hardened our belief in the potential to reimagine the workforce with workers, skills, and mobility at the center.

We owe an incredible debt of gratitude to all the people and organizations who—through creativity, perseverance, and ingenuity—made the Workforce Realigned vision a reality.

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We hope and expect that an ever-expanding group of people will use the ideas in this book to create a workforce and an economy that are more nimble, equitable, and resilient. We thank you in advance for all that you do and for your creativity and dedication. In the next book, we look forward to profiling your work.

Jake Segal, Meredith Segal, Stuart Andreason, Sarah Miller, and Ashley Putnam

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