

Covid-19 Workplace – Impact on the under 30's



How will the iGen and Millennial generations deal with and respond to the consequences of the Covid-19 pandemic?

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The second part of our Smartworking® Post-January 2020 insight focuses on the younger workforce as we look at the implications from the viewpoint of the under 30's, both mid and longer term. How will the iGen and Millennial generations deal with and respond to the consequences of the Covid-19 pandemic?

Millennials were left scarred by the 'once in a generation' recession of 08/09, so how are they and iGens going to react to experiencing two consecutive 'once in a lifetime' recessions? And what impact will this have on their health and prosperity? "To weather two economic crises – one near the beginning of your career and another midway through it – is a major blow," Taylor Jo Isenberg, Executive Director of the Economic Security Project, told Bloomberg.

This insight is an add-on to Gerard Taylor's Smartworking® Post-January 2020 article, and aims to explore how our younger generations will cope with this 'one-two!' economic punch, and also look at what it's going to mean for their future relationship with their employers and workplaces. In our first post in this series, we reflected that the very low infection and death rates among the young are going to lead to them having considerably more freedom and flexibility than the older generations in our society in the short term, but what impact will these consecutive recessions have on them, on their health, and on their career paths in the longer term?

Café Culture is on hold, not cancelled

Inevitably we're going to have to introduce new social distancing and other

measures within all of our workplaces, from manufacturing through to the service industry, but that doesn't mean falling back on the isolated work environments (and office cubicles!) of yesteryear. Our younger generations probably wouldn't stand for it if we did.

Over the last twenty years we've made significant strides in improving the inclusivity and effectiveness of our global workplaces. At Orangebox we believe in connecting people, not furniture, and client organisations who adopt a more social and varied Smartworking or activity-based working model have seen positive results. Now is not the time to throw the baby out with the bathwater...

It's clear that workers who are able to choose where they want to work in the office based on the task at hand are much more engaged in the work they do. Research authored by Gensler and published in the Harvard Business Review in 2014 clearly points to the power of choice and autonomy to drive not only employee happiness, but also their motivation and performance. They found that knowledge workers whose companies allow them to help decide when, where, and how they work were more likely to be satisfied with their jobs, to perform better, and to view their company as more innovative than competitors that didn't.

Similarly, a global Steelcase study from 2018 found a strong correlation between high workplace satisfaction and high employee engagement, with employees who have greater control over their physical workplace (including access to private spaces) reporting the highest engagement levels. Consistently, the most engaged workers were those who had more control over their work experience, including the ability to concentrate easily and work in teams without being interrupted. Emerging surveys from home workers during the crisis might suggest that democratising decisions on home vs office and the frequency of both will further motivate the post Covid workforce.

In the wake of the virus, our immediate response to the challenge of making our workplaces safer has been to separate, contain and isolate our team members to drive good social distancing practice. But while this may be paramount short term, it's not going to work long term: the open-plan office wasn't the catalyst for the pandemic, and it shouldn't fall victim to it. Their positive experience of working and learning in the attractive, open and creative environment of most high education campuses means our young people really do value open and diverse workspaces.

Cushman & Wakefield, CBRE, JLL and other corporate real estate leaders are keen to establish a more separated 'new normal' – and rightly so, as they need to get their businesses back on track. But Café Culture should be postponed, not cancelled. The pre-virus trend of creating experiential destinations within the workplace reflected the non-hierarchical values and preferences of the younger generations, and if the isolationist principles we're now implementing linger too long in our offices it's likely to cause a kickback.

Now, more than ever, we need to consider new patterns for the working week. Even before the pandemic, there were growing calls for a nationwide trial of a four-day working week and more fractured or flexible working hours, and these calls may now grow and gain credibility. According to FastCompany, businesses that have adopted four-day work weeks have found, repeatedly, that productivity doesn't decline despite staff working fewer hours. After seeing research suggesting that employees are only truly productive for around three hours a day, Perpetual

Guardian, a statutory trust company based in New Zealand, tested a four-day work week. Giving workers a day off each week, the CEO theorised, might make them more focused on their jobs when they were in the office. The trial worked. Researchers from two New Zealand universities found that employees were happier with their jobs, while productivity had been maintained. The company made the policy permanent.



Andrew Barnes, CEO of Perpetual Guardian, believes that the period of remote work in the wake of Corona will lead to longer-term changes. “The coronavirus crisis, which is enforcing the use of remote working and ways of engaging, will demonstrate to many businesses that employees can be trusted to deliver productivity without being in the workplace,” he says. “This is an essential building block to how we have a reduced-hours workplace once this trouble has blown over.”

Let’s hope that the impending economic darkness isn’t partially blamed on remote working, as it easily could be.

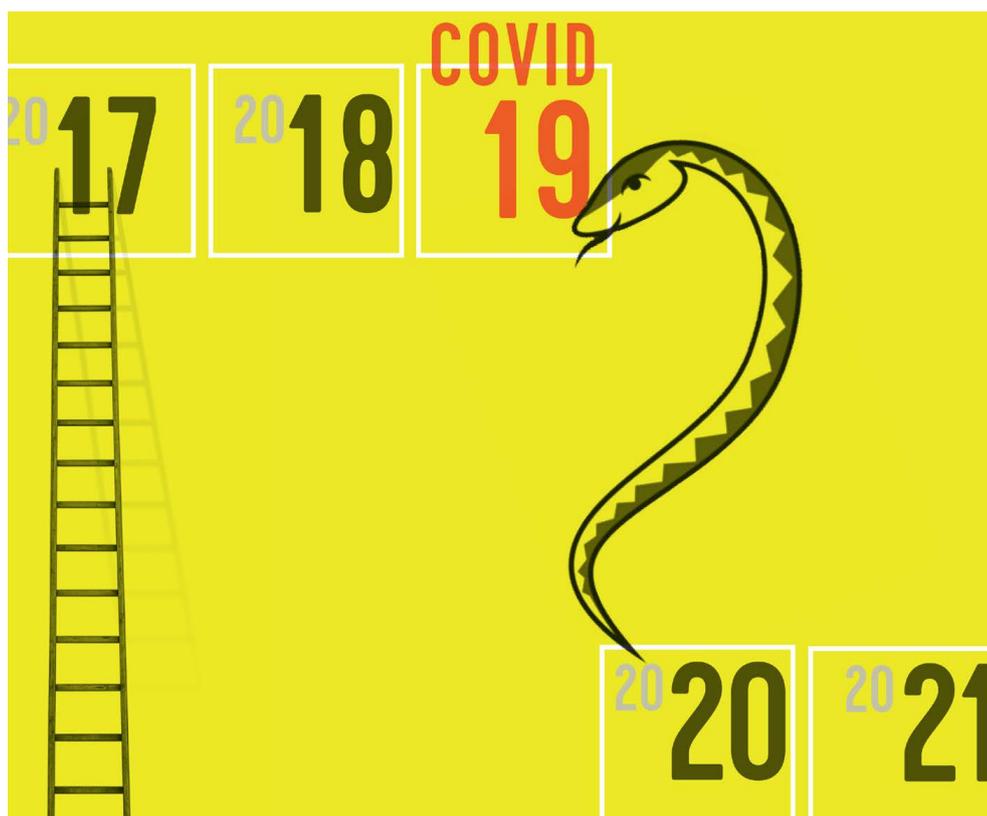
We all want to get back to work safely and for some, as quickly as possible, but every business needs to analyse its own requirements – looking at everything from their estates to staffing to the design of workplace strategies. Let’s not undermine the good work we were collectively achieving before the pandemic. Our younger generations may not forgive us if we do.

Generation Freefall

In ‘The Sticky Campus, and the New Dynamics of Smartlearning’, a 2019 Orangebox report that shone a light on the iGen, we showed how this generation, born between 1996 and 2012, has no memory of a time before the internet, and how its members

are both hyper-connected and hyper-scrutinised by their peers (and by others). A 9,000-sample 'Youth in Pandemic' survey found that 65% of young people are anxious about a friend or family member catching the disease, and that 78% of them consume coronavirus-related content online to keep themselves and their loved ones informed. Now, as the oldest of them are graduating from university, their path to prosperity is looking dauntingly steep and challenging. Research from Stanford University published in April 2019 shows that university graduates starting off their working lives during a recession will earn less than those who graduate during periods of prosperity *for at least 10 to 15 years*. Those graduates will also have higher death rates in midlife, with significantly higher risk of drug overdoses and other so-called 'deaths of despair'. *That's bleak*.

A recent flash poll by the Pew Research Center found that iGens are three times more likely than their colleagues to report losing their jobs or being put on leave as a result of the coronavirus. Many others are watching their planned post-grad jobs or paid internships disappear before they've even received their expensive diploma. A survey by Prospects, the UK graduate jobs website, found that 28% of graduates have had job offers rescinded or their start date delayed. That percentage is only going to grow.



The FT writes, "Students leaving university or school will emerge into a labour market already saturated with unemployed workers, many of whom will have decades more experience." In many parts of Europe, youth unemployment never recovered after the eurozone crisis, and in the wake of the Corona virus it is once again the young who'll bear the brunt of the economic damage. The Resolution Foundation think tank says that as a result of the pandemic UK graduates' wages

are probably going to be 7% lower within two years of leaving full-time education. *This is hard.*

The oldest Millennials turn 39 this year; the oldest iGens turn 24. Together, Millennials and iGens make up the largest percentage of the population, and at a US coronavirus press conference in March, White House Virus Response Coordinator Dr Deborah Birx anticipated that they'd take a key role in beating this pandemic. "They're the group that communicates successfully, independent of picking up a phone," she said. "They intuitively know how to contact each other without being in large social gatherings. They are the core group that will stop this virus."

University student Téa Franco was reported in BuzzFeed as saying, "2008 was the first time that I was conscious of the fact that things weren't going well for a lot of people. It was around that same time when I started to leave my big dreams behind, and I started to think, Well, what's the most realistic choice? What's going to help me make sure that I don't lose my job like my parents did when I get older?" How can our young people navigate the uncertainty ahead?

iGens' transition to virtual life

The immediate negative impact on the careers of our younger generations is self-evident: those iGens who aren't students tend to be retail assistants, bar tenders, gym instructors, junior administrators, research assistants, front-of-house ambassadors – service roles that have been disproportionately hit. In the UK, a BMG report published through The Independent found that 44% of 18 to 24-year-olds had lost income, compared with 36% of 55 to 64-year-olds and just 11% of over 65s. In the US, most high school and college students won't be receiving payments from the government's colossal stimulus plan.

The snap transition to online learning, work and play will, however, be easier and more intuitive for younger generations than for those of us who are older. Many aspects of iGens' friendships, early education, entertainment and finances have taken place remotely, so to some extent they've been preparing for remote working and learning their entire lives. Unsurprisingly, therefore, their transition to virtual life has been pretty seamless compared to that of other generations, and their bottom-up influence on communication has also been amplified by the crisis.

For nearly 20 years, Psychology Professor Jeffrey Jensen Arnett has used the term 'emerging adulthood', which he defines as "the period between the ages of 18 and 25, when many directions remain possible and very little about the future has been decided." Now, more than ever, the emerging adulthood life stage may become rather choppy, requiring a wider mix of skills, experience and resilience. Rather than a neat, linear LinkedIn career path, we may start to see eclectic, bite-sized job opportunities, many of them coming online. Already, according to statistics collected by US graduate careers website Milkround, 1.8m young graduates have applied for jobs via a video platform – a trend that's clearly here to stay.

Talking about its internship program, global accountancy firm Deloitte said in a statement: "In light of the ongoing Covid-19 pandemic, we are inviting students who were due to take part in the firm's summer vacation scheme to take part in a voluntary four-week virtual mentorship programme instead." Rather than a six week in-office program, the scheme's 350 university students will join an online

training programme. This sort of rapid change-up is going to become normal for those trying to get a foot on the ladder – and is another moving target for them to deal with.

Microsoft's Chief Executive Officer Satya Nadella probably summed it up best in an article published in the FT in May 2020: social distancing rules, he said, have brought, "a remote everything." Meanwhile Sundar Pichai, his counterpart at Google, pointed to an across-the-board leap in digital activity, predicting that the forced move to online work, education, shopping, medicine and entertainment will have a, "significant and lasting" impact.

At home, we're now communicating, learning, playing and working on countless platforms (a multiplicity that from now on may need to be reflected in the work of both our IT teams and our estate teams). Mums and dads looking to connect to their distanced offspring are downloading Houseparty, the viral video chat app that allows you to party with your friends and family, at unprecedented rates. Houseparty was the most downloaded app in the US and Europe in March 2020 (according to Apple), with the geography of its downloads following the spread of the pandemic around the globe. Given all of the above, it seems likely that the digital transformation will be complete by the time the dust settles.

The unique situation we find ourselves in has created a captive digital audience, and companies, organisations and individuals have been quick to respond, offering us opportunities to gain new skills and develop new interests. The UK government has launched a new virtual cyber security school aimed at encouraging teenagers to learn new skills while stuck at home. "This new initiative will give teenagers something fun and educational to do from home and provide them with a glimpse into the life of a cyber security professional," said UK Digital Infrastructure Minister Matt Warman. "We have a world-leading cyber sector which plays a crucial role protecting the country and our digital economy, so it is absolutely vital we continue to inspire the next generation of tech talent to help maintain the UK's strong position."

In a bid to prise our young people from their screens, Dyson has created a series of science and engineering tasks to help them stay entertained during lockdown. The concept, consisting of 44 challenge cards, aims to provide stimulation for kids as their families adjust to spending more time at home. Created by Dyson's designers, the cards include activities such as making a marble run, building a periscope and designing a bridge made of spaghetti. By focusing on hand-built tasks that use objects found at home, the brand is also encouraging people to step away from screen-based activities.

Dyson Design Manager Ben Edmonds has also launched a daily livestream of STEM (science, technology, engineering and maths) challenges, with the aim of getting kids' brains engaged and thinking: "I don't want to teach kids to merely follow instructions, I want to create free-thinking mavericks who are empowered with the skills to change the world," Edmonds told Design Week. Our work environments will surely want to harness these 'free-thinking mavericks'. And it's also clear that businesses are going to need to be equipped with the tools that our digitally dexterous young people have learned and utilised during the pandemic.

The gaming generations eat Zoom for breakfast

“The game of Chess is not merely an idle amusement. Several very valuable qualities of the mind, useful in the course of human life, are to be acquired or strengthened by it, so as to become habits, ready on all occasions . . .”

Benjamin Franklin, “The Morals of Chess”

Our IT departments could never have seen the mass migration to home working coming, and not every organisation was ready and able to instantly and securely connect workers remotely. Meanwhile as home workers we've all been expected to download and install multiple apps that for many seem alien, causing anxiety that our digitally dexterous youth don't experience. The tools that, as an efficient home worker, we're supposed to use to connect with those who aren't physically near us (Slack, Zoom, WhatsApp, Asana; all of them designed and marketed within the last decade), are usually more intuitive for Millennials and iGens than for the rest of us. Their training for this? Playing video games.

The global gaming industry is larger than film and music combined. Just as video games have become richer, fuller and more well-rounded, so too have the communities that play them. These are becoming more and more inclusive and accessible, with, interestingly, 63% of global gamers only ever playing with others – either physically or remotely. According to the 2019 Entertainment Software Association's annual report, the average age of a gamer is currently 33, with 46% being female and the most popular category being 'casual', rather than 'crime' or 'shooter'.

Activision Blizzard, the company behind the Call of Duty series, said an average of 407 million people had played its games online each month in the first quarter of this year. Apple has seen a 17% rise in purchases in Arcade and App store, while the popular game Football Manager has seen a year-on-year rise of just over 60% in player numbers during peak times.

As a thank you for their work during coronavirus, NHS staff are being gifted free access to video games by both independent studios and big companies like EA, Konami, Xbox and Sega. The Games for Carers initiative has more than 85,000 games available to download, and studios say NHS workers can use the games, “when they get some well-earned down time, or to provide relief for their families.”

But, apart from the obvious escapist benefits, is video gaming good for us? The Benefits of Playing Video Games, a 2014 report published in American Psychologist, explored social and cognitive positives from gaming. Contrary to conventional beliefs that it's intellectually lazy and sedating, playing these games actually seems to promote a wide range of cognitive skills, and this is particularly true for shooter video games – often called “action” games by researchers – many of which (including Halo 4, Grand Theft Auto IV) are violent. This is borne out by numerous training studies, which recruit naive gamers – those who have hardly ever or never

played shooter video games – and randomly assign them to play either a shooter video game or another type of video game for the same period of time. Compared to control participants, those playing shooter video games show faster and more accurate attention allocation, higher spatial resolution in visual processing, and enhanced mental rotation abilities.

“The ability to assimilate information, react swiftly and co-ordinate actions whilst remaining calm under pressure are often attributes of people that are good at gaming,” a Royal Air Force spokesperson told the BBC in 2019. Inevitably, colleagues who are gamers seem better equipped to master the new tools we’re all having to use than those of us who are unfamiliar with the video gaming world’s sophisticated user interface, and they are also likely to aid and lead others. This cultural phenomenon is helping to pull our organisations closer together.

New research from innovation charity Nesta also reveals that those who play video games are better educated, more likely than non-games players to participate actively in culture, and no less wealthy. A study of 10,000 Europeans showed no evidence of detrimental long-term socio-economic impacts of playing video games when younger. Indeed, those who played when growing up tend to be better educated and more likely to participate in other forms of culture, such as reading, painting, attending performing arts classes.

In 2014, a research study by the Newcastle University Business School and the University of Crete found that spending your free time playing online games can have a positive impact on your leadership skills and learning behaviours at work. In the achievement-orientated world of MMORPGs (massively multiplayer online role-playing games like World of Warcraft), many of the combat-related activities needed to gain points, solve quests or enhance the social capital of an avatar hold similarities to common work tasks. There’s a clear link between the skills needed to perform well in games and the real corporate world, including collaborating to meet targets, teamwork, strategic planning, allocating resources, undertaking complex missions and recruiting new players with different skills to form more effective groups. Research published in the Technological Forecasting and Social Change journal confirmed that playing MMORPGs can have beneficial effects on real life work through the transmission of virtually practiced leadership skills and active learning behaviours (learning by doing).

Gamifying our workplace is therefore a potentially useful way to engage our young people, and a 2019 Harvard Business Review report identified the increased potency of learning development when a gamefied strategy is structured. Deloitte has already put that into practice: after utilising gamification in its Leadership Academy training programme, the company reported a 37% increase in the number of employees returning to the digital platform every week.

This is music to the ears of iGens and their employers, and it’s likely that in future our workplaces will have dedicated ‘gaming’ environments for social engagement and learning development.

As a footnote, the physical health consequences of sustained screen time for children experiencing ergonomically hostile set ups is possibly the subject of another article – like learning to drive a car, it has its fabulous attractions for the eagerly independent teenager, but also its risks!

Shared housing sets you up for shared workspaces

Domestic and commercial interior design trends over the last decade have propelled the idiosyncratic, loft style hardwood furniture that Instagram loves so much into our homes. It's an ergonomic catastrophe. Dining room tables designed for a one-hour sit are now being used for eight hours a day over countless months, by millions of people around the world.



"Two of us don't own desks, and there isn't enough space to work together at the dining room table. Three of us wanted to take the lockdown seriously and begin social distancing right away. The other one didn't," Elaine Godfrey of The Atlantic notes about her flatmates. Shared homes with a homeoffice are from now on going to be in high demand, with the office to be used on a rota system.

Working from home and complications arising out of social distancing requirements are making shared accommodation a bunfight right now. According to government figures, there were 497,000 homes of multiple occupation (HMOs) in England and Wales in 2018. As the cost of renting has continued to increase, while the number of people living alone has continued to fall, it's likely that even more people are now living in shared accommodation, which makes the containment of the virus hard and 'seamless working from home' even harder.

For many of our younger generations, this land grab / rota system / musical chair approach to working from home may resemble the learning cultures they've experienced through school and universities, so won't be too daunting, and it also reflects the essence of the social Smartworking and co-working environments that are becoming our default setting. However, a growing trend is seeing older

generations living in shared accommodation, and for them the situation may be more stressful. UK flatshare website SpareRoom reports that searches by people aged 35-54 have increased five-fold over the past 10 years. "I'm tearing my hair out!", said Elizabeth Carlton, an environmental epidemiologist at the Colorado School of Public Health, talking to The Atlantic. "There's a lot of grey area there when you're living in this roommate situation."

In a time of great uncertainty, having plans in place can help make people feel like they have some control. Experts suggest best practices to follow, with Jessica Justman, an Epidemiology Professor at the Columbia University Mailman School of Public Health, saying don't share hand towels with roommates, regularly disinfect often-used surfaces like counters, remotes, and fridge handles, and wash your hands when you're moving from a communal space to another room: "Wash your hands more times than you think would be possible."

Other recommendations (for everyone, but particularly for those living with roommates) are to designate a landing spot in your apartment for shoes, coats, shopping bags and other outside gear to help keep your living area clean, and to take turns doing the grocery shopping for the whole house every week, or implement a food-sharing system. It'll be interesting to see if these new rules also come into play when we return to our workplaces, with, for instance, nominated team members doing a mass lunch dash, and a landing area near the lift/elevator for our transition into our work 'uniform'.

In 2017 the Pew Research Center and Zillow both found that nearly a third of the US adult population they surveyed were living in some sort of shared household. These cohabitators may not be family, nor even part of one's 'chosen family' (friends), but the coronavirus doesn't care about that distinction.

"I don't think I can think of any relationship as intimate as the one that I'm experiencing now with my roommates," notes San Franciscan Sarah Holder on Bloomberg's CityLab website.

Writing in the FT, Emma Jacobs observes that we may need to get comfortable with being uncomfortable, as our mental health is tested during lockdown. Housemates are now undermining personal agency – questioning, and often judging, every other housemate's moves. This is frustrating, but in the end it may help us develop the resilience and fortitude we're going to need on our return to work when we'll be under enhanced scrutiny: not just employer to employee, but vice versa, and also colleague to colleague.

Bupa, the private healthcare provider, reports that workplace psychologists are fully booked for virtual consultations and its health and wellbeing advice line has received 300% more calls since the coronavirus crisis unfolded. Meanwhile, a snap survey of 500 home workers by the Institute for Employment Studies found that 20% of respondents admitted to increased alcohol consumption, a third said they were eating less healthily, 60% were doing less exercise, 64% reported problems sleeping due to anxiety and 48% were working irregular work patterns and long days.

To combat isolation, employers have instigated virtual meetups, such as online happy hours, talent competitions and quizzes. Goldman Sachs offers cooking classes via Zoom, virtual prayer sessions and virtual story time for children. Linklaters, the law firm, has launched virtual choir workshops. As our organisations try to help us overcome our anxieties, they should also try to harness the balance, compassion and camaraderie that our young people often develop while living cheek-by-jowl with their housemates. The younger generations may well emerge from lockdown with increased resilience.

Ethical consumerism and bringing climate change back centre stage

According to The Global Carbon Project, carbon emissions, which had been expected to rise this year, are now predicted to fall by around 5% – or 2.5 billion tons – bringing them to the lowest level seen since the recession a decade ago. All of us have enjoyed seeing photos of a smog-free Shanghai and crystal-clear waters in Venice, but will this pandemic change our pace of consumption, travel and working habits?

In the EU, nearly 30% of CO2 emissions come from transport, 72% of which is road transportation. In England, 67% of workers – around 20.5 million people – travel to work by car: imagine the environmental impact if even a quarter of those drivers worked from home where possible! While up to half of the UK population have been unable to work from home, data from the British Chamber of Commerce shows that, “54 percent of businesses [across the country] are using remote working to maintain business continuity.” This trend for decreased movement will strike a chord with our younger generations, who, according to government statistics, already drive less and cycle and use public transport more on their commute.

Writing in The Guardian recently, Justin EH Smith, Professor of History and Philosophy at the University of Paris, made an interesting observation about life in quarantine: “There is liberation in this suspension of more or less everything,” continuing, “Any fashion, sensibility, ideology, set of priorities, worldview or hobby that you acquired prior to March 2020, and that may have by then started to seem to you cumbersome, dull, inauthentic, a drag: you are no longer beholden to it... You can cast it off entirely and no one will care; likely, no one will notice.” Perhaps this is a moment for us all to reflect on how we work, and how our younger people especially want to work in the future? Early market research from Kantar on re-evaluation in China reveals that people intend to resume spending money on many pre-quarantine pleasures like eating in restaurants (82%) and travelling (78%). Other industries, however, are predicted to suffer because of fundamental social shifts. Some 61% of surveyed respondents reduced or cancelled their spending on luxury goods during the pandemic, and 21% of them said this trend would continue once the outbreak is over – a greater reduction in spend than that predicted in any other industry. As reported in the NY Times, we may be seeing a disenchantment with celebrity, and the luxury lifestyle it promotes.

Travel, fashion and beauty may well suffer a similar decline. “The mass accessibility of travel has transformed our annual summer holiday into a year-round lifestyle, which has gradually chipped away its meaning,” writes Holly Friend in The Future Laboratory. When we come through this, let’s hope that humankind will nurture a greater appreciation of the travel experience, reducing the frequency and pace of

our holidays and taking purposeful trips that are slower and more grounded, adding value to the local economy and offering us more meaning.

For potential staff and consumers, businesses that 'do' are going to be more trusted and preferred to those that just 'say': "Generation Z (iGen) is the most environmentally and socially 'aware' consumer market yet. Even more so than millennials," said Rob Harrison, director of Ethical Consumer, in the FT. "Lots of new start-ups have an ethical mission and it translates across into buying patterns." YouGov data show that in the past year alone the proportion of 18 to 24-year-olds turning to vegetarianism for environmental or welfare reasons has increased from 9 to 19%.

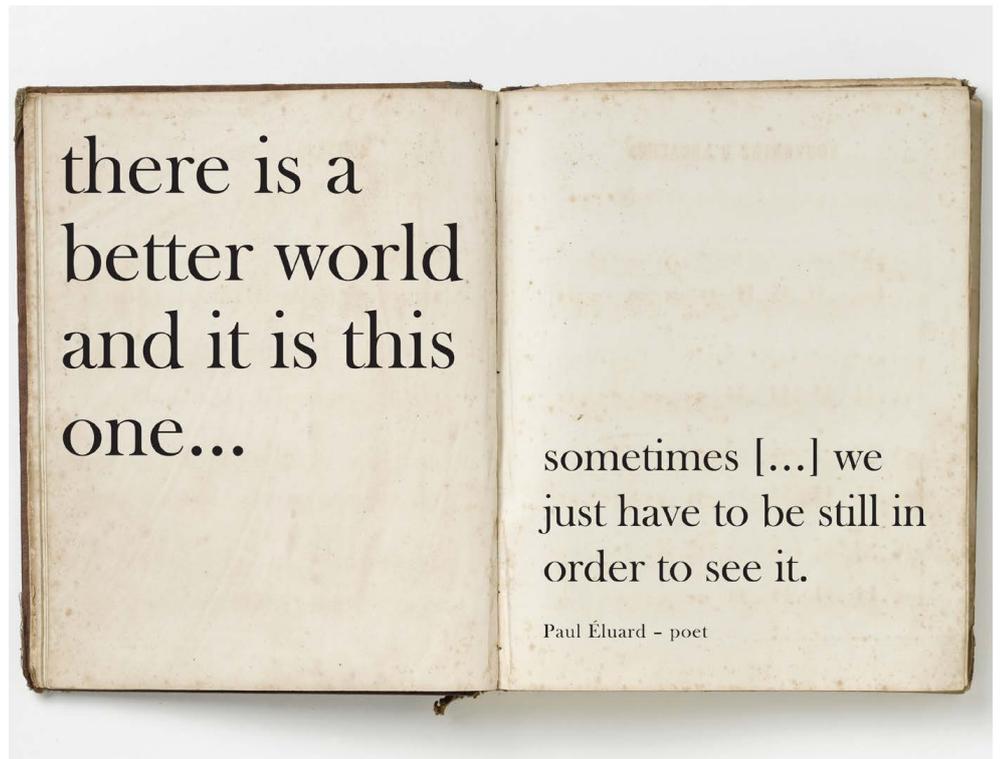
At a time of personal and professional limbo, iGens are looking for distraction and self-development, with 30% (more than any other generation) taking up entirely new hobbies during the pandemic, according to a large sample Global Web Index survey. When it comes to goods, the emphasis is on 'access, over possession', according to the generational survey from McKinsey.

We may continue to see our younger generations travelling less and buying more ethically postpandemic – placing the environmental debate back centre stage, just as it was pre-Corona. Our younger generations may also demand that our workplaces are as ethical and environmentally certified as the products they consume, with the procurement of ethical interiors and smart buildings potentially being leveraged by companies to entice the brightest and best post-Covid.

All of this boils down to purpose. As millions of us find ourselves in and out of furloughed limbo, we're more likely to scrutinise the purpose of our own roles in organisations, while also querying corporate social responsibility and the purpose that's driving our businesses and our leaders.

The pandemic has laid bare the fact that being highly paid doesn't make us essential, triggering much soul-searching, and leading to a new focus on public service and social connections. "Often in the chaos of daily life we don't have an opportunity to think about our purpose. We have had a society that has privileged moneymaking, agency and self-determination," says Jonathan Moulton, a lawyer turned counselling psychologist, in the FT. "There's a recalibration."

Organisations that prioritise our wellbeing, both in the workplace and in business, will flourish. And in the workplace this may well lead to a greater emphasis on experiential spaces, with an increased variety of services on-site and a rich mix of working typologies.



Like all of us, our younger generations are craving the connection and physical sense of community we're all lacking. The workplace will be one of the most important tools for us to restore that sense of community. The office isn't dead. It will be reformed, put on a diet and packed with all the nutrients we need to be part of an innovative, greener future. As we stride forward our younger generations will demand we double-down on café culture, on employee wellbeing standards, on green building certifications and on a far healthier work/life relationship. It will be hard – but rewarding for us all.