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the leadership, virtual project management or virtual team management more successfully than they do in the environment of virtual work.

Tech firms quickly transitioned to virtual work, leading the way for other industries. Jack Dorsey, CEO of Twitter, was one of the first to notify employees previously co-located that they could permanently work from home. Facebook and Google followed by extending their work from home policies until mid-2021. Dell predicted more than 50 percent of the company's 165,000 full-time employees around the world to be working from home after the pandemic—compared to 30 percent before the outbreak. Even Walmart informed its approximately 10,000 tech employees that they may be working virtually—permanently—meaning that they thought “working virtually will be the new normal” [1]. Multinational Property & Casualty found that having employees work from home in response to the COVID-19 crisis was so successful that it decided to shut down several of its traditional brick-and-mortar offices. The insurance giant was planning to make the move to telework eventually, but the pandemic forced the decision to change sooner. Mondelēz CEO Dirk Van De Put stated, “Maybe we don’t need all the offices that we currently have around the world. So there is a major effort going, taking place as it relates to the costs in the business” [2]. Morgan Stanley, Barclays, Mastercard, and CNN all began the process of going virtual with some of their workforce.

The research firm Gartner states “...74 percent of CFOs surveyed by Gartner expect some of their employees who were forced to work from home because of the COVID-19 coronavirus pandemic to continue working remotely after the pandemic ends.” According to the Gartner survey, “...about 25 percent of those surveyed expect 10 percent of their employees will remain remote, 17 percent expect 20 percent will remain remote, 9 percent expect 50 percent will remain remote, and 3 percent expect over 50 percent of employees now working from home to permanently work from home after the pandemic subsides” [3]. Kate Lister, President of