

Managing a Remote Workforce: Proven Practices from Successful Leaders & Companies around the world

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Abstract:

The aim of this research is to evaluate the proven practices of managing a remote workforce from successful leaders and companies around the world. This research randomly took ten best companies from the list of 125 best companies listed in Forbes Magazine which are totally dependent on the remote workforce. This research also examined how virtual leadership best practices can support remote companies around the world to achieve their milestone. The study found that remote workforce is a more comfortable option for both employees and employers and it can bring more productivity for the companies if the workforce is effectively managed under the best leadership.

Keywords: Remote Workforce, Leadership, Virtual Teams

REMOTE LEADERSHIP AN OVERVIEW

The fast technology around the global and diverse world at the beginning of the 21st century has shifted the work pattern from the traditional office to the non-traditional work environment in home offices or remote centers. The terms remote workforce or telecommuting are used interchangeably. All these terms imply working at one's home or another location where employees use computers and communication technology to communicate with the main office, supervisors, co-workers, and customers. Telecommuting occurs whenever an employee is paid for work done at an alternative worksite and the total commuting time is thereby reduced. The growing trend in remote working and virtual teams represented a significant change in the relationship between managers and employees, a relation that is based on effective leadership. *Kowalski (2006)* came up with three main components that are essential success factors for managing remote employees which are support, communication, and trust that should be applied at the organizational, managerial and employee level. Leaders should build a culture of trust by sharing their visions with remote employees, using different empowerment techniques, delegation, and results-based performance management (*Kowalski, 2006*).

In today's evolving service environment, competitive pressures increase daily, and new technologies are changing how service can be delivered and how customers expect it to be delivered. Whereas, in the past, service was viewed as a cost center, with little focus on customer satisfaction, training or productivity enhancements. These things can't be ignored today because, often, that field tech is the only touch point with a customer after a sale. The key component of any successful, efficiently run, a service organization that contributes to higher customer satisfaction levels is maintaining a properly managed and informed workforce. A workforce that is outfitted with the tools needed to solve problems and complete work to the customer's expectations while on-site, the first time. Service Power's software provides the tools, and its expert service consultants provide the support to achieve both.

INTRODUCTION

Expectations for the benefits of working in virtual teams are vast, both from the organization's and sole employee's point of view. Companies count on achieving increased productivity and quality through distributed teams, faster reaction times and better scalability, increased employee satisfaction, savings in real estate and office costs, environmental benefits, closer customer relations due to enhanced proximity and access to a larger pool of internal experts and external job candidates. On the other side of the table, employees anticipate gaining more independence at work and avoiding unnecessary micromanagement, expect to enjoy flexible hours and additional traveling and regard the possibilities for a job change or rotation to become better due to the optional location of working. Successful leading of virtual teams demands that additional something from the person in charge, like the environment, conditions and expectations surrounding this task are quite challenging and complex, but the basic team needs still exist. Extensive amounts of research have previously been done on the

aspect of teams and cultural diversity in organizations, various leadership theories, and change management. The topic of virtual team leadership as a research subject is relatively new, and even though some research of the topic previously exists, it is mostly conducted and written in the USA, and thus the viewpoints are culturally a bit shallow and somewhat similar in content.

Virtual teams, what they are as a concept and how they operate have been defined along the way by several researchers. As virtual teams started to become common at the beginning of the 21st century, most definitions have been born quite recently. What makes a virtual team different and separates it from a conventional team, is typically the lack of physical proximity among team members and/or their leader and use of technology for the main means of communication instead of face-to-face interaction.

Forming virtual teams and matrix organizations are considered to be efficient solutions when helping organizations fight the turbulence of global markets and fierce competition. According to scholars, virtual teams are teams, whose members are based in different geographic locations, but work on similar goals and tasks cross-functionally and interdependently. The team members typically use technology for interaction, as they have limited opportunities for face-to-face working, (Malhotra et al. 2007: 60).

When team members are forced to use varying methods of communication due to distance, it changes the patterns of work, relationships of the team members, decision making processes and general understanding of the tasks at hand. Even though remote workforces to use virtual procedures in these teams, they still share some of the same dynamics and characteristics of regular teams, (Berry 2011).

Fisher & Fisher (2001) have distinguished six types of virtual team settings. To make it simple, virtual teams usually differ from regular teams by crossing the boundaries of time, space and / or culture. In their example, the possibilities of virtual team settings are shown below. By finding out which type of team it is that needs to be lead, the team head in question can prioritize certain aspects, which relate to the situation at hand, Kauppila et al. (2011) agree that sharing information across organizational borders and boundaries is one of the most important functions of a virtual team. Sharing knowledge typically requires daily face-to-face encounters, shared norms, trust, and strong social ties. When virtual teams are concerned, the same ways of sharing still apply, but in a technology-enabled environment without actual personal interaction, (Kauppila et al. 2011).

The technology currently available supports the use of telephone, email, teleconferences, electronic bulleting boards and intranets, team ware, whiteboards, collaborative communities, group chats and use of information and data sharing banks, (Kostner 1994), Fisher & Fisher (2001). Kostner also suggests that one-site meetings, electronic yearbooks and virtual roundtable meetings to be considered for encouraging communication among team members.

These technologies also allow asynchronous communication for those teams' members working in different time zones or shifts. According to Duarte & Snyder (2006), one of the main qualities of a successful virtual team member is the ability to manage the fine line between freedom and obligations autonomously. Coordination and collaboration need to be fitted together with increased amounts of independence, and commitment levels should stay on a sensible scale without the danger of feeling indifferent or possibly overperforming. Duarte & Snyder list five essential skills for the virtual teams.

LITERATURE REVIEW

Virtual teams are teams of people, usual employees of an organization who work together on tasks but who have little or no face-to-face contact (Krumm, Kanthak, Hartmann, & Hertel, 2016). The degree of virtuality varies from total virtuality where team members never have any face time with each other to hybrid teams where members have occasional face-to-face meetings (Liao, 2017), Schweitzer and Duxbury (2010) stated virtuality could be measured in terms of time spent on virtual work, percentage of members on virtual work, and how far apart the team members are. The use of virtual teams by organizations is a relatively new but rapidly growing. Virtually unheard of in the 1970s and 1980s, virtual teams have become critical tools for integrating information and for making and implementing decisions around the world (Hoch & Dulebohn, 2017; Iorio & Taylor, 2015). Working in dispersed teams is fast becoming the norm instead of the exception. This rapid growth in the use of virtual teams is a result of the need by organizations to be more competitive and to better respond to changing market conditions (Mukherjee, Lahiri, Mukherjee, & Billing, 2012). The rapid growth in

the use of virtual teams has spurred increased interest by scholars to understand the various aspects of adoption and use, (*Dulebohn & Hoch, 2017*). A review of the literature on virtual teams show a marked increase in the number of studies conducted the last 10 years, (*Caya, Mortensen, & Pinsonneault, 2013; Gilson, Maynard, Young, Vartiainen, & Hakonen, 2015*). Not surprisingly, this heightened scholarly discourse on virtual teams has made it difficult to come up with a generally accepted definition of the concept. *Pinar, Zehir, Kitapci, and Tanriverdi (2014)* defined virtual teams as team members who work in different locations, and who use computer mediated communication and technology to collaborate in efforts towards the achievement of common goals. There are four key elements that appear across all the definitions of virtual teams: geographical distribution, temporal nature, common purpose, and enablement by technology.

Researchers such as *Schulze and Krumm (2016)* have found the use of virtual teams provides benefits to organizations. Virtual teams are nimble, and that makes it easy to deploy them. This ease of deployment makes it possible for organizations to be flexible and more responsive to changing market conditions *Chamakiotis, Dekoninck, and Panteli (2013)* stated virtual teams enable organizations to be more responsive to competition and make it easier for employees to work from home or on the road.

Another benefit of virtual teams is they provide a platform for organizations to harness, integrate, and apply distributed knowledge (*Singh, 2013*). Virtual teams are more flexible, promote knowledge sharing, improve talent acquisition and retention, reduce the cost to market (*Gupta & Pathak, 2017*), and are more responsive to the changing business and technological environment (*Barnwell, Nedrick, Rudolph, Sesay, & Wellen, 2014*).

Virtual teams, like traditional co-located teams, face some problems and challenges. Virtual teams, however, face some unique challenges over and above the challenges traditional co-located teams face (*Dulebohn & Hoch, 2017*). Most of the challenges faced by virtual teams are related and revolve around the issues of leadership, trust, and communication (*Dube & Marnewick, 2016; Fernandez, & Jawadi, 2015*). The inherent virtuality of these teams makes it challenging for team members to coordinate work, build and retain motivation, create commitments, and develop trusting relationships (*Orhan, 2014*). The challenges faced by virtual teams increase with increased virtuality. In a 2010 study designed to define and operationalize the construct of the degree of virtuality, *Schweitzer and Duxbury* found the quality of team interactions and performance was reduced in situations where virtuality was high. For that study, Schweitzer and Duxbury collected data from 30 virtual teams based in Canada.

Researchers such as *Ortiz de Guinea, Webster, and Staples (2012)* have criticized *Schweitzer and Duxbury* for incorrect generalizations, for assigning too much importance to virtuality as a factor, and for not taking any moderating factors into account, *Ortiz de Guinea et al.* reviewed 80 studies that explored the impact of virtuality on team performance. The synthesis of that review revealed inconsistent findings among the studies. The inconsistencies are due to the presence of moderating factors such as levels of analysis, time frame, and study method (*Ortiz de Guinea, Webster, & Staples, 2012*).

RESEARCH GAP ANALYSIS

Most of the previous research is focused on practical remote team management, rather than concentrating on a leadership context. Instead of researching on how to cope with daily activities in a remote team, I chose to center my attention towards the best proven practices of international best companies working remotely and the role of leadership in their success.

I chose this topic due to great personal interest towards how virtual leadership best practices can support remote companies around the world to achieve their milestone.

The purpose of this study is to find out what has been previously written on the topic of Successfully leading virtual teams, how does it match the empirical evidence found in my research and what type of future actions would I recommend to be conducted on the topic for the companies working in Pakistan.

WHY A REMOTE WORKFORCE IS A GOOD IDEA FOR BUSINESS

The remote workforce revolution is redefining the relationship between businesses and their employees. According to Gallup's State of the American Workplace report, the number of people working remotely more

than four days a week rose from 24 percent to 31 percent between 2012 and 2016. It is now estimated that within the next 3 years, over 40% of the US workforce will be freelancing. Only 10 years ago, few had even heard of a 'freelancer.'

Scalable Path's own team is entirely remote, and we are far from alone. Some of today's biggest digital brands are also 100% remote. This long list includes Automatic (the company behind WordPress), Mozilla, Basecamp, and Github. Other big companies like Dell, Deloitte and United Health Group, although not 100% remote have successfully integrated remote work into their organizations. Yet, despite a long list of proven benefits, the leap from in-house toward a remote workforce can be unnerving for many managers and business owners.

REMOTE WORKING IS A PROVEN SOLUTION TO THE FOLLOWING PROBLEMS

LOWER OVERHEAD

The prospect of lower overhead is often what drives businesses to consider a remote workforce. The two drivers most often mentioned are:

REDUCED PAYROLL COSTS

Freelancers can be brought in for specific projects that match their exact skill set, and then released when that skill set is no longer needed. This means that multiple, talented consultants can be brought in for the price of one full-time employee: reducing payroll expenses.

REDUCED OFFICE COSTS

If a typical business allowed employees to work from home just half the time, they would save, on average, \$11,000 per year. This includes lease, utilities, janitorial services, office supplies, coffee and water expenses, office equipment, furniture and transit subsidies.

INCREASE PRODUCTIVITY

Businesses that embrace remote working understand that working from home helps remove everyday office distractions. They often practice agile methodologies where the manager's role is to help *remove* obstacles and distractions. There is also a psychological element here. When you tell a staff member they can work remotely; they hear "I trust you." Humans are hardwired to reciprocate and will want to repay this trust by working hard.

In the recent **Global Workplace Analytics** study Best Buy, British Telecom, and Dow Chemical reported that their workers were 35-40% more productive when they worked from home. I am not just cherry picking numbers here either; data that favors remote worker productivity is overwhelming. In a **case study** by CTrip, where office productivity was measured, remote workers were 14% more productive than their office counterparts. Without having to commute, the remote staff starts work earlier and take shorter breaks, not to mention the fact that not commuting reduces environmental pollution.

LOWER STAFF TURNOVER

Highly trained and self-disciplined staff are difficult to find and expensive to lose. A study by the Society for Human Resource Management predicted that the cost to replace and train a new employee is the equivalent of six to nine months of the employee's salary. For staff member's earning \$100K, that's a cost of up to \$75k. If that is not shocking enough, this study was actually on the conservative side. Other similar research claims that losing a staff member can cost up to twice their annual salary.

The CTrip experiment, mentioned earlier, did more than just increase productivity. Remote staff was more engaged and happier in their jobs and, crucially, 50% less likely to quit.

METHODOLOGY

This research examines how successful leaders and best companies around the world effectively manage the remote workforce.

In the current research, ten (10) best companies around the world were randomly taken from the list of top 125 companies working remotely listed in Forbes Magazine, where employees work remotely, (*Forbes, 2016*). These companies are actively involved and dependent on the remote workforce. They have become successful and earn an adequate profit by utilizing a remote workforce.

Selected 10 best companies work remotely around the world

1. 10 Up Company

The company makes the internet better with consultative creative and engineering services, innovative tools, and dependable products that take the pain out of content creation and management, in service of digital experiences that advance business and marketing objectives. The company makes websites and content management simple and fun with premiere web design & development consulting services, by contributing to open platforms like WordPress, and by providing tools and products (like pushnotifications.com) that make web publishing a cinch.

10 Up has 100% remote workforce team leading by one of the successful leader “John Eckman” He is also an expert in focusing on building great web publishing experiences on open source platforms, primarily WordPress.

The company is performing in the United States of America, Canada, Europe & India. According to a recent survey of Forbes Magazine, 2016, the company has achieved 67% more productivity as compared to last year because of the effective leadership role of “John Eckman.”

The company effectively manage their workforce by strongly encouraging them to use the stipend to buy a company machine (employees are required to own a portable computer), but ultimately, let them make that decision. There are some clients for whom it is a requirement, and our employment agreement is very clear that employees must remove any proprietary / confidential company and client information from their devices upon any exit.

2. Automattic

The company is a web development corporation founded in August 2005. It is most notable for WordPress.com (a free blogging service), as well as its contributions to WordPress (open source blogging software). The company's name plays on its founder's first name, Matt. It's headquarter is located in San Francisco United States.

Automattic is a distributed company with 643 Automatticians in 59 countries speaking 79 different languages. The company's common goal is to democratize publishing so that anyone with a story can tell it, regardless of income, gender, politics, language, or where they live in the world. Automattic is delivering its services with 100% remote workforce under the leadership of Matt Mullenweg.

It was because of the great efforts and leadership qualities of Matt Mullenweg that Automattic Company raised US\$317.3 million in five funding rounds. In the last round, in May 2016, the company was valued at US\$1.16 billion.

3. Art & Logic

Art & Logic, Inc. develops software for companies. The company provides cross-platform mobile applications for iOS, Android, Windows, and Blackberry; Web applications; and Mac and Windows applications. It serves clients in various industries, including education, aerospace, music technology, consumer electronics,

entertainment, financial services, and more. The company was founded in 1991 and is based in Pasadena, California.

The company relies 100% on remote workforce and effectively manage to its team. Art & Logic has built over 1000 successful projects, and this experience shows that they have the estimation process, assembling of teams, project.

Mr. Bob Bajoras is a Chief Executive Officer (CEO) of Art & Logic Company and effectively supporting his overall team to build more projects to achieve the desired goals of the company. Mr. Bob leadership provided the great platform for the company to reach at 1000 successful projects.

4. Time Doctor

Time Doctor, the powerful time management software to keep you productive and to track each activity you are working on during the day. Great for individuals to track time, manage your tasks and improve productivity, and also great for teams so that everyone is accountable and tracking where his or her time goes. The company was launched in 2012.

In a short span of time, the company has become very popular in the entire world with the support of its best remote workforce under the leadership of Rob Rawson. He is a bona fide productivity expert. He's built a company and a consultancy on making sure his customers are spending their time wisely. So, unlike the rest of us, he truly optimizes his phone for time management.

It has desktop software, mobile and web based components — a multi-functional time tracking software with CRM and white label capabilities.

Time Doctor allows recording the actual location of the person while tracking time. This optional feature might decrease the battery life of the device.

According to the recent survey, many companies increased their productivity by 30% by using Time Doctor Software tools, (*Survey Gizmo, 2016*).

5. X-Team

X-Team offers a network of trusted, on-demand developers to help enterprises down to startups scale their development efforts. After a decade of building websites, X-Team has mastered the art of finding & cultivating extraordinary developers.

Today the company provides on-demand developers for organizations that need trusted specialists. X-Team has 100% remote workforce under the great leadership.

Every single worker in X-Team came from different places all over the world. It is not a company hiring people from different cities from one only country. X-Team hires people all over the world, no matter the time zone.

X-Team infinitely more productive when it does not arrange meetings for the sake of meetings and every conversation it has is focused on moving things forward. You don't realize how little work happens in an office environment compared to when that same staff then goes home at night and has privacy to get actual work done. There are challenges that come with staying productive when working remotely, but they are much easier to solve than the infinite distractions that come with an office. It's incredibly powerful when people have very limited distractions and only one goal: moving things forward.

Finally, the power of documentation is one that you can only learn when you work 100% remotely as a company. The company has limited our video meetings as much as possible so that all of our most important conversations and knowledge can be captured in Slack and stored for future use. When everything that is said in a company is documented, no one ever falls behind, and knowledge can always quickly be accessed at any time.

Remote teams live and die by each person's ability to keep things moving forward. It's the only way to battle the time zone, communication and trust challenges that come with this setup, so although project management tools can be helpful in tracking productivity. It goes back again to journaling and finding ways to have a deliverable *every day*, regardless of whether it's something 'tangible' or a list of updates on progress made with some evidence to back it up. The more trust each person contributes by showing the progress of moving things forward, the stronger the team will be and will not have to worry so much about constantly tracking productivity.

6. Jackson River

Jackson River is a technology and strategy firm that supports and strengthens progressive nonprofits doing good work in the world.

The company's commitment is to make innovative people, process, and technology solutions progressive. When clients choose Jackson River, they're signing up for expert advice, experienced staff, innovative best-of-breed technology, and superior, very personalized support – delivered in a long-term partnership with a great company.

Jackson River was founded in 2008 by veterans of the nonprofit world who saw an opportunity to help progressive organizations harness the power of open, cutting-edge technologies and enhance the impact of their efforts. The company is working 100% remotely in approximately more than 35 countries under the leadership of **Alice Hendrics**. She has more than 15 years of leadership experience in leading companies. She is one of the successful leaders in Jackson River Company and led companies to new horizons. She has provided executive coaching, organization development, process design, and staffing strategy to the company. Alice is an expert in cause marketing, online fundraising, political engagement, website strategy, social and mobile media, marketing automation, and brand empowerment. The company earned \$13.5 million revenue this year under the leadership of Alice Hendrics.

The company believes in a Digital First methodology, a new way of thinking and working. In an ever changing nonprofit landscape, we focus on digital technologies and practices that prioritize adaptability, experimentation and pervasive communications with your supporters. Technology can change the world – when it is understood as one element in an organization's greater ecosystem, operating in service of your long-term success. Every Jackson River project begins with this big-picture organizational view, understanding your structure, capabilities, business processes, marketing objectives, and strategic goals, in addition to your technology infrastructure.

Our digital strategy, our software, and our staff are steeped in the broader context within which organizations are challenged today. We provide our staff member remote access so that they may produce desired results. We provide full support to our employee to work very hard and produce productive results while working in their homes. They do not need to come in the office and work over there.

7. Move On

Move On is the largest independent, progressive, digitally-connected organizing group in the United States. Launched in 1998, Move On pioneered online organizing and advocacy techniques that have become standard in politics, nonprofits, and industry in the U.S. and worldwide. We combine rapid-response political campaigning with deep strategic analysis, rigorous data science and testing, and culture of grassroots member listening and participation that allows us to consistently and quickly identify opportunities for progressive change—and mobilize millions of members to seize them. Move On members step up as leaders by using the Move on Petitions DIY organizing platform to create their own petitions and campaigns to drive social change.

The company is constantly innovating how we organize at scale and work together to win the biggest campaigns of our time— ending the Iraq War, electing Barack Obama president, enacting health care reform, and taking down the Confederate flag from the statehouse grounds in South Carolina.

Move On is made up of two organizations: MoveOn.org Civic Action, a 501(c)(4) nonprofit organization focusing on education and advocacy, providing civic engagement tools to the public, and building the progressive movement by encouraging and supporting the development of more grassroots leaders. MoveOn.org Political Action meanwhile is a federal PAC focused on running powerful progressive advocacy campaigns and demonstrating Move On members' power at the ballot box by electing candidates who reflect Move On members' values.

More than 80% of employees of Move On are working remotely in 49 countries. The company has shown remarkable progress under the leadership of Curt Clements. The company has become successful in making more than 21000 clients. Curt Clements, CEO of Move On is of the opinion that employee feels more comfortable when they work remotely rather than giving their time in offices.

The company's petition website is optimized for maximum sharing and petition growth, and we immediately share the names and complete contact info (including email) of all the people you get to sign your petition in a handy CSV file that you can upload directly to your organization's mailing list.

8. Chef

The chef is an American corporation headquartered in Seattle, Washington, which produces software allowing information technology departments to automate the process in which they configure, deploy and scale servers and applications.

Chef has a 100% remote workforce. The company provides the best pay packages and benefits to their employees.

The Chef software is used to streamline the task of configuring & maintaining a company's servers and can integrate with cloud-based platforms such as Rackspace and Amazon Elastic Compute Cloud to automatically provision and configure new machines.

About 70% of Chef's clients come from Fortune 1000 companies, including major organizations like Facebook, Nordstrom, Disney, and General Electric

The company was founded as Opscode in 2008 by current Chief Technology Officer Adam Jacob, Jesse Robbins, Barry Steinglass, and Nathan Haneysmith. The chef is based in Seattle, with regional offices in Berlin, London, and San Francisco. The chef is a venture funded company, as of Sep 2015 Chef is valued at \$360 million after a \$40 million funding round.

Chef offers a single commercial product, Chef Automate, released at Chef Conf in July 2016. Chef Automate includes a full-stack continuous deployment pipeline, automated testing for compliance and security, and visibility into everything that's happening with Chef-managed resources.

Chef Automate builds on two of Chef's open source projects - Chef and InSpec – and integrates with the company's third open source project, Habitat. Habitat offers "application automation" to simplify running complex applications in different environments including containers, traditional data servers. According to Wired Magazine, this new software "Makes Code Work like Biology

CEO of Chef is Mr. Barry Crist; he has more than 20 years of experience in driving enterprise customer success and adoption with both open source and DevOps software solutions. Prior to joining Chef, he was an Executive-in-Residence at Ignition Partners, a Chef investor. Because of Crist's great leadership role the company achieved 35% of return on its investment for three consecutive years in 2014, 2015 and 2016.

9. Mozilla

The **Mozilla Corporation** is a wholly owned subsidiary of the Mozilla Foundation that coordinates and integrates the development of Internet-related applications such as the Firefox web browser, Sea Monkey Internet suite, and the Mozilla Thunderbird email client by a global community of open-source developers, some of whom are employed by the corporation itself. The corporation also distributes and promotes these products. Unlike the non-profit Mozilla Foundation, and the Mozilla open source project, founded by the now defunct Netscape Communications Corporation, the Mozilla Corporation is a taxable entity. The Mozilla Corporation reinvests all of its profits back into the Mozilla projects. The Mozilla Corporation's stated aim is to work towards the Mozilla Foundation's public benefit to "promote choice and innovation on the Internet.

The Mozilla Foundation will ultimately control the activities of the Mozilla Corporation and will retain its 100 percent ownership of the new subsidiary. Any profits made by the Mozilla Corporation will be invested back into the Mozilla project. There will be no shareholders, no stock options will be issued, and no dividends will be paid. The Mozilla Corporation will not be floating on the stock market, and it will be impossible for any company to take over or buy a stake in the subsidiary. The Mozilla Foundation will continue to own the Mozilla trademarks and other intellectual property and will license them to the Mozilla Corporation. The Foundation will also continue to govern the source code repository and control who is allowed to check in.

The Mozilla Corporation was established on August 3, 2005, to handle the revenue-related operations of the Mozilla Foundation. As a non-profit, the Mozilla Foundation is limited in terms of the types and amounts of revenue. The Mozilla Corporation, as a taxable organization (essentially, a commercial operation), do not have to comply with such strict rules. Upon its creation, the Mozilla Corporation took over several areas from the Mozilla Foundation, including coordination and integration of the development of Firefox and Thunderbird (by the global free software community) and the management of relationships with businesses.

With the creation of the Mozilla Corporation, the rest of the Mozilla Foundation narrowed its focus to concentrate on the Mozilla project's governance and policy issues. In November 2005, with the release of Mozilla Firefox 1.5, the Mozilla Corporation's website at mozilla.com was unveiled as the new home of the Firefox and Thunderbird products online.

Mr. Chris Beard is a CEO of Mozilla Corporation. Mr. Beard helped the company to achieve revenue of \$329.5 million in 2014, \$567.3 million in 2015 and \$687.8 million in 2016. Almost more than 80% of the company's employees are working remotely around the world. The company believes that their employees feel pleasure while working remotely and resultantly, they produce productive results for the company.

10. Melewi

Melewi is a remote design company with 8 employees in 6 different countries. Their clients include Samsung, Visa, Citibank and McDonald's. Melissa, the 26-year-old Singaporean founder of Melewi, The founder of Melewi, is Melissa NG. She started Melewi when she was fresh out of school, a little bit clueless and a whole lot determined to live life her own way. She was a freelance designer with an email address that people thought was my brand name. She wishes, she could say the vision of how Melewi is now had always been my plan from the start – but her journey was filled with a few more twists and turns. When she first began, she hacked her way through Photoshop, pored through shot after shot on Dribbble, and spent all her time figuring out how to improve each project I worked on.

Technology is amazing, and Google is her best friend. Starting her own company required a completely different set of skills she wasn't aware. She had no idea what she was doing when she hired a team, but she knew she had to figure it out.

Melewi is totally based on the remote workforce. We believe that nothing is a replacement for 24/7 service to our clients.

CONCLUSIONS

A large number of best companies around the world prefers to have a remote workforce for their companies in order to achieve desired productivity. They believe that a remote workforce is more comfortable as compared to the employees working in constant physical locations.

The Companies count on achieving increased productivity and quality through distributed teams, faster reaction times and better scalability, increased employee satisfaction, savings in real estate and office costs, environmental benefits, closer customer relations due to enhanced proximity and access to a larger pool of internal experts and external job candidates.

In the current research, we have analyzed the proven practices of the remote workforce of best leaders and companies around the world. This research has also examined that how best companies around the world have adopted a remote workforce and manage them effectively to achieve their desired productivity. In a short span of time, these ten companies have achieved remarkable progress through the remote workforce. They have achieved their desired goals under the great leadership.

Looking at the performance and leadership role of managing these ten best companies as discussed in this research, the companies working in Pakistan can also apply these best practices and leadership role to support remote workforce for achieving the desired results and goals.

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