

How to Build a *High -Performing* Remote Support Team.

The playbook for scaling execution across borders. The right roles, the right structure, and a payroll up to 80% leaner.

FOR FOUNDERS, CEOS, COOS

READ TIME ~10 MINUTES

WHAT'S INSIDE

Seven sections. Every claim sourced.

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BEFORE YOU BEGIN

A quick note from our team.

You've posted the job three times. Interviewed ten people. Raised the salary band twice. And you're still the one answering client emails at 11 p.m.

That's not a hiring problem. That's a geography problem.

This playbook won't tell you to "hire a VA." It'll show you which roles actually work remotely, what they should cost, how to connect them into a system, and where most founders quietly blow up their own teams in the first 60 days.

Read Sections 1-2 for context. Bookmark Section 3, the role matrix, because you'll come back to it every time you open a new position.

HOW TO USE THIS PLAYBOOK

Sections 1-2 set the context. Section 3 is the reference you'll reuse. Sections 4-6 are the operator's manual: integration, failure modes, rollout. Section 7 is what to do Monday morning.

The Anywhere Talent Team

SECTION ONE

The Shift That Already *Happened*.

*Skip the remote-work-is-dead headlines. Here's what the
research actually says.*

THE RESEARCH

One in four US workdays now happens outside an office.

Stanford has been tracking this with the Federal Reserve Bank of Atlanta for years. Their latest data: **roughly one in four US paid workdays now happens outside an office**, and that number hasn't budged since 2023. Across 40 countries and 16,000+ workers, the Global Survey of Working Arrangements shows the same pattern. When they surveyed 1,000+ executives about whether they'd bring workers back full-time, **88% said they wouldn't**.

Hybrid isn't a phase. It's the default. Gallup puts it at 52% hybrid, 27% fully remote, 21% on-site for remote-capable roles, stable for two years running.

What does this mean for you? The candidate pool for any knowledge-work role: finance, marketing, operations, legal support, executive assistance, is no longer limited to your city. It's global. And the infrastructure to manage it (Slack, Notion, Loom, Zoom, ClickUp) has been production-ready for years.

~ 25%

of US paid workdays are remote, stable since 2023.

STANFORD WFH RESEARCH, 2025

88%

of executives have no plans for a full return-to-office mandate.

STANFORD / ATLANTA FED SBU, FEB 2025

52%

of remote-capable workers are hybrid, now the default arrangement.

GALLUP, 2025

40+

countries where remote work is standard for college-educated workers.

STANFORD G-SWA, 2024-2025

WHERE THE TALENT IS

Pick the region by the role.

Different regions have built reputations around different roles. The principle is simple: match the time-zone overlap and the skill concentration to the function you're hiring for.

REGION	STRONGEST ROLES	US TIME-ZONE OVERLAP	COST VS. US
Philippines	EAs, customer support, bookkeeping	US night shift / APAC overlap	60–75% lower
Pakistan & South Asia	Executive support, finance, marketing ops	4–8 hr US overlap	55–70% lower
Latin America	SDRs, marketing, bilingual support	Near-identical to US	40–60% lower
Eastern Europe	Finance, analytics, paralegal	Morning overlap w/ US East	40–55% lower
East Africa	Customer ops, admin, marketing coordination	Afternoon overlap w/ US East	55–70% lower

Ranges vary by seniority, specialization, and employer model. Figures reflect blended benchmarks from Stanford G-SWA, industry wage data, and global staffing market reports (2024–2026).

THE RULE

An SDR needs real-time overlap with prospects, pick LatAm. An EA who clears your inbox before you wake up, Philippines or South Asia. A bookkeeper who reconciles daily, the cost-optimized markets open wide.

SECTION TWO

What a Hire *Actually* *Costs.*

Most founders budget a hire as a salary. It's never just a salary.

THE LOADED COST

A \$60K salary becomes \$87,900.

Employer taxes, benefits, office costs, equipment, recruiting fees, and onboarding time push the real number to **1.25–1.5× the base**. Here's that math on a full-time Executive Assistant, the most common first hire founders delegate through us:

FULL-YEAR COST LINE	US IN-HOUSE EA	GLOBAL DEDICATED EA
All-in compensation	\$62,000	\$28,800
Taxes, benefits, office, recruiting, HR	\$25,900	Included
Total annual cost	≈ \$87,900	≈ \$28,800
You save	-	≈ \$59,100 (67%)

Based on BLS employer-cost data, SHRM benchmarks, and Anywhere Talent client averages. US base reflects a median EA salary in a mid-cost metro.

Global Workplace Analytics pegs the average employer savings at **\$11,000 per half-time remote worker per year**, and that's for someone who only works from home two days a week. Full-time global hires compound the savings to **50–70%**.

But the bigger line item is your time. If your effective hourly rate is \$250 and an EA gives you back 15 hours a week, that's **\$195,000 in recaptured capacity per year**. The hire pays for itself before the first month ends.

The productivity question everyone asks

"Cheaper" doesn't mean "worse." Stanford's randomized trial at Trip.com showed a **13% performance lift** and a **50% drop in quit rates** for remote workers. Great Place to Work's 2024 analysis of 1.3 million employees found companies supporting remote/hybrid work were **42% more productive** than average. The data isn't ambiguous.

SECTION THREE

Eight Roles You Can *Take Global.*

*With rates, tools, and KPIs for each, split into foundational
roles and specialist roles.*

FOUNDATIONAL ROLES: START HERE

Executive Assistant & Virtual Assistant.

01 · Executive Assistant

\$10 - \$50 / HR

Runs your week. Owns the rhythm around the business's actual priorities.

OWNS

Calendar, inbox triage, meeting prep & notes, stakeholder follow-ups, travel, recurring operating rhythm.

TOOLS

Google Workspace / Outlook, Slack, Notion or ClickUp, Calendly, Zoom, 1Password, Loom.

MEASURE

Inbox turnaround <4 hrs · Meeting prep 24 hrs ahead · 95%+ follow-up closure · Weekly priority review on time.

02 · Virtual Assistant

\$4 - \$25 / HR

Clears the recurring admin that quietly eats a founder's day.

OWNS

Scheduling, data entry, CRM updates, research, document management, system hygiene, basic reporting.

TOOLS

Google Workspace, HubSpot / Salesforce, Zapier, Airtable, Dropbox, Canva, Slack.

MEASURE

Task completion >95% · Data-entry error rate <2% · SLA adherence · Zero repeat escalations.

03 · Bookkeeper

\$10 - \$60 / HR

Keeps the books clean. Prevents the month-end scramble.

OWNS

Invoicing, AP/AR, bank reconciliations, expense categorization, monthly close support.

TOOLS

QuickBooks Online, Xero, Bill.com, Dext / Hubdoc, Stripe, Ramp / Brex.

MEASURE

Reconciliations by day 5 · Zero uncategorized transactions · Monthly close by day 10 · A/R aging <45 days.

SPECIALIST ROLES: ADD WHEN THE BOTTLENECK SHOWS

Accountant, Marketing & Customer Success.

04 · Accountant

\$15 - \$100 / HR

Decision-ready numbers. Reporting, forecasting, and compliance.

OWNS

Month-end close, management reporting, cash-flow forecasting, budget variance, tax-prep support, audit readiness.

TOOLS

QuickBooks / Xero, Excel, Fathom, LivePlan, Jirav, NetSuite.

MEASURE

Reports by 10th business day · Forecast accuracy $\pm 5\%$ · Zero audit findings · Clean filing cadence.

05 · Marketing Coordinator

\$12 - \$45 / HR

Keeps campaigns moving. Coordinates assets, approvals, and launches.

OWNS

Campaign coordination, content calendar, asset management, email setup, approvals tracking, dashboards.

TOOLS

HubSpot / Mailchimp / Klaviyo, Asana / Monday, Canva / Figma, Buffer / Hootsuite, GA4.

MEASURE

On-time launch rate >90% · Calendar adherence · Lead capture trend · Approval cycle time.

06 · Customer Success / Support Rep

\$8 - \$40 / HR

Owns the customer conversation. Resolves, retains, and feeds signal back.

OWNS

Ticket resolution, onboarding calls, proactive check-ins, churn-risk flags, product feedback, knowledge-base upkeep.

TOOLS

Zendesk / Intercom / Helpscout, Slack, HubSpot, Loom, Notion.

MEASURE

First-response <1 hr · CSAT >4.5 · Churn trending down · Expansion rate on served accounts.

SPECIALIST ROLES (CONTINUED)

Sales Development & Paralegal.

07 · Sales Development Rep

\$10 - \$50 / HR

Fills the top of the pipeline. Prospects, qualifies, and books so closers can close.

OWNS

Prospecting, outreach sequences, lead qualification, discovery-call booking, CRM hygiene, handoff to AEs.

TOOLS

HubSpot / Salesforce, Apollo / ZoomInfo, LinkedIn Sales Nav, Outreach / Salesloft, Gong, Loom.

MEASURE

Qualified meetings/week · Show rate >70% · Pipeline sourced \$ · Reply + connect rates.

08 · Paralegal

\$15 - \$70 / HR

Keeps legal work moving so attorneys stay on higher-value work.

OWNS

Document drafting, contract templates, deadline tracking, legal research, file organization, e-signature workflow.

TOOLS

Clio / MyCase, DocuSign / PandaDoc, Westlaw / LexisNexis, MS Word + track changes.

MEASURE

Turnaround SLAs met · 100% deadline compliance · Zero filing errors · Research delivered cite-ready.

Rate ranges are blended global market data from Upwork, Stellar Staff, Pearl Talent, Remote Staff, and industry salary surveys (2025–26). They reflect the market, not Anywhere Talent pricing.

The order that works

- 01 **EA first.** Buys back your calendar before anything else gets layered on.
- 02 **VA or Bookkeeper second.** Whichever is leaking more time. Often both, 30–60 days apart.
- 03 **First specialist by bottleneck.** Marketing, customer success, or SDR, whatever's capping growth.
- 04 **Depth before breadth.** Add a second person in the same function before opening a new one.
- 05 **Accountant and paralegal last.** Force-multipliers, not foundations.

WORTH MEMORIZING

Don't hire a specialist until a generalist has surfaced the bottleneck. It's cheaper to discover you need a full-time accountant through a bookkeeper's escalations than to guess wrong at the top.

04
SECTION FOUR

How to Wire a Team That *Runs Without You.*

A handful of remote specialists isn't a team. It becomes one when the rhythm, the documentation, and the accountability are in place before the first hire starts.

STOP BEING THE HUB

Your EA is the coordination layer.

The number-one mistake: the founder stays in the center of every conversation. Every specialist routes through you. Every question, every handoff, every "quick check." You become the bottleneck you were trying to eliminate.

The fix: **your EA is the coordination hub**. They own the weekly rhythm, the handoffs between specialists, and the visibility layer that keeps you informed without keeping you involved. You make the calls only you can make. Your EA keeps everything else moving.

LAYER	OWNS	OUTPUT
You	Strategy, priorities, irreversible calls	A small number of high-leverage decisions per week
EA	Coordination, handoffs, calendar, follow-through	A week that runs on its own
Specialists	Execution in their domain	Deliverables against KPIs

Test: if you can disappear for five days and the business keeps moving, the model works. If it stalls, you're still the hub.

The communication rhythm

Default to async. Reserve sync for decisions.

- 01 **Monday: 20-min week-plan call.** You + EA. Specialists get a written brief, not a meeting invite.
- 02 **Daily: 3-line async update in Slack.** Each role posts: done, doing, blocked. No call needed.
- 03 **Thursday: 30-min review.** You + EA + anyone with a pending decision. Pre-read sent Wednesday evening.
- 04 **Monthly: 60-min retro + KPI review.** Whole team.

The discipline that holds it: every meeting has a pre-read, every meeting ends with written decisions, every decision has an owner.

THE ONBOARDING MANUAL

Don't write it in advance. Build it live. Every time someone asks "how do we do X?", record the answer, turn it into a page, link it in. Within 90 days you'll have a document that would've cost a consultant \$30K. It needs seven sections: how we work, who owns what, our tools, our workflows (one Loom-backed SOP per process), our customers, our data/security rules, and 30-60-90 expectations for each role.

05
SECTION FIVE

Where Remote Teams *Break*.

*Five failure modes. All preventable, if you know what to
watch for in the first 90 days.*

FIVE FAILURE MODES

And what to do about each one.

01 · Communication drift

WEEKS 2-6

Updates thin out, tasks go ownerless, "I thought you were handling that" starts appearing.

Fix: Mandate the daily 3-line async update. If someone misses two days running, the EA flags it. Keep a single Decisions Log, every call-to-action captured within 24 hours.

02 · Time-zone friction

ANY DISTRIBUTED TEAM

Every ping lands outside working hours. Decisions take 48 hours.

Fix: Define a **4-hour mandatory overlap window** per role at hire time and protect it. Mark non-overlap hours as no-ping zones. Urgent decisions get a written recommendation, approver replies yes or no.

03 · Data security gaps

SCALES WITH TEAM SIZE

Passwords in Slack DMs, personal devices storing client data, no off-boarding protocol.

Fix: Three non-negotiables. (1) Password manager with role-based vaults. (2) SSO + 2FA on every tool. (3) One-page off-boarding checklist the EA owns, access revoked within 24 hours of departure.

04 · Cultural misreads

MONTHS 1-3

Feedback doesn't land, "yes" means "I'm not sure," holidays get scheduled over.

Fix: Have an explicit week-one conversation about how feedback flows, what "urgent" means, and what the holiday calendar looks like. Document it. Revisit at day 30.

05 · Accountability drift

MONTHS 2-6 · FATAL

Everyone's busy, Slack is active, nobody's actually delivering.

Fix: Every role ships with a KPI dashboard. The EA reviews it weekly. Any KPI that misses two weeks running triggers a documented conversation. Formal reviews at day 30, 60, and 90.



Your First *90 Days.*

A twelve-week plan you can run starting Monday, from the first delegation to a fully-integrated team operating on a documented rhythm.

DAYS 1-30 · FOUNDATION

The goal isn't output. It's alignment.

Measure integration speed, not deliverables. How fast do they plug in? How clean are their questions? How quickly do they build their own view of the business?

- 01 Week 1: Access & context.** Tools, accounts, password manager, intro calls. You record two Looms: "how my week runs" and "what I care about this quarter."
- 02 Week 2: Shadow & document.** The hire observes and drafts the first SOPs from what they see. No independent ownership yet.
- 03 Week 3: First ownership.** Hand off one narrowly-scoped loop entirely. Daily async updates start.
- 04 Week 4: Rhythm live.** Monday and Thursday cadence is running. Five SOPs in the manual. 30-day review scheduled.

DAYS 31-60 · OWNERSHIP

Full transfer. You stop executing in their domain.

- 01 Weeks 5-6:** Full scope transfer. KPI dashboard goes live.
- 02 Weeks 7-8:** Formal 60-day review. Walk through KPIs. Fix gaps now, don't wait.

DAYS 61-90 · OPTIMIZATION

Turn a productive person into a productive system.

- 01 Weeks 9-10:** Tighten meetings. Cut any recurring call that isn't producing a decision. Refine KPIs.
- 02 Weeks 11-12:** The next bottleneck is visible. Scope the next hire, your EA helps write the brief.
- 03 End of week 12:** Deep retrospective. KPI trends, what broke, what held. Feed the learnings back into the manual.

THE ONE-QUESTION DAY-90 TEST

"If I hadn't made this hire, how much worse would my last two weeks have been?" If the answer is "a lot worse," the hire is working. If it's "not really," the structure is the problem, not the person.

WHY ANYWHERE TALENT

Plenty of companies find talent. We make it *work*.

Anyone can post a job on Upwork. The hard part is everything that happens after the hire: integration, accountability, follow-through, and the structure that keeps execution consistent month over month. That's what we built Anywhere Talent to solve.

Operator-led, not recruiter-led

We built this company because we were founders drowning in tasks ourselves. Our PrecisionFit vetting framework screens for the traits that actually predict remote success: proactive communication, independent judgment, tool readiness, and follow-through. Only the top 5% of applicants make it through.

Structured rollout, not a handoff

Every hire comes with a 30-day integration plan: workflows, expectations, communication cadence, and check-ins. We don't place talent and disappear. We stay involved through onboarding, ramp-up, and the critical first 90 days so your hire starts delivering fast.

Dedicated capacity, not gig workers

Your professional works exclusively for you, 40+ hours a week, aligned to your schedule. No shared workloads, no split attention. They build institutional knowledge, learn your preferences, and become an extension of how you operate.

Ongoing coaching, not "good luck"

Every hire is backed by a dedicated Talent Coach who trains, mentors, and upskills your professional so performance improves over time. You get a partner who grows with your business, not another person you have to manage.

A guarantee that removes the risk

If the fit isn't right within the first 30 or 60 days, we rematch at no cost. No questions, no penalties. Your success determines ours.

THE BOTTOM LINE

Founders don't just need talent. They need a system that makes talent work. We provide both: the right person, matched to how you operate, with the structure and accountability to keep execution reliable as you grow.

This playbook works on its own.

We make it work faster.

If you'd rather not run the first 90 days solo, that's what we do. Anywhere Talent matches you with vetted global professionals, top 5% acceptance rate, and builds the operating structure around the hire so execution stays consistent as you scale.

Seven days to match. 40+ hours a week, dedicated. A match guarantee if it's not right.

[BOOK A STRATEGY CALL →](#)anywhere-talent.com

5%

TOP ACCEPTANCE RATE

7 days

AVERAGE MATCH TIME

40+

HOURS/WEEK DEDICATED

4.9★

FOUNDER RATING

THINK GLOBAL BEFORE YOU HIRE IN-HOUSE.

SOURCES & NOTES

Every number cited, sourced.

We publish this so founders can verify, push back, and build their own case.

REMOTE WORK ADOPTION

Bloom et al. (2025), Stanford SIEPR / Atlanta Fed SBU. ~25% of US paid workdays WFH; 88% of execs have no RTO plans.

GLOBAL PREVALENCE

Aksoy, Barrero, Bloom, Davis et al. (2025), PNAS / G-SWA. 16,000+ workers, 40 countries. ~25% of workdays remote globally, stable since 2023.

HYBRID DISTRIBUTION

Gallup (2025). 52% hybrid, 27% remote, 21% on-site among remote-capable roles.

EMPLOYER SAVINGS

Global Workplace Analytics (2021/2023). \$11,000/yr per half-time remote worker.

OFFSHORE LABOR SAVINGS

Outsource Accelerator, Deloitte, CrewBloom, Hire Overseas. 40–70% reduction, role- and region-dependent.

PRODUCTIVITY + RETENTION

Bloom et al. (2015, QJE) and Trip.com replication (2024). +13% performance, -50% quit rate, +\$2K profit/employee. Great Place to Work (2024): +42% productivity at remote-supporting companies (1.3M employees).

LOADED-COST RATIOS

US BLS Employer Costs for Employee Compensation (2024–25); SHRM hiring cost benchmarks (2024).

ROLE RATE RANGES

Stellar Staff, Pearl Talent, Upwork, VA Masters, Remote Staff, Hire Overseas, Apollo Technical (2025–26). Market rates, not Anywhere Talent pricing.

DEVICE SECURITY

Cybersecurity Insiders / Gable (2025–26). 73% of remote workers use personal devices; ~50% meet corporate standards.

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