

Case study 1: When remote working really works

[Emma de Vita](#), 25 Apr 2013

Yahoo! sees it as a skiver's charter. But with careful control and enlightened management, your staff needn't be tied to the office

She might be the embodiment of British remote working in 2013, but Annelise Pesa can often be found in the very heart of the capital's commercial district, rather than a leafy provincial suburb. Until the first of her two children arrived two years ago, the client relationship director at legal support start-up Obelisk lived the decidedly Ally McBeal-esque life of an international lawyer at City bank Morgan Stanley, working long days with frequent travel. When she returned to work after her first child, she realised that "you just can't be in the office 15 hours a day," and decided to leave when she fell pregnant again.

Today, Pesa operates from home or from a London club, overseeing 120 consultants and two client relationship managers. She says the arrangement is perfect for her, although she adds: "If I were single and didn't have a family, I'd miss the office and the social life that comes with it." Remote working is most effective, she says, if employees have a strong commitment to the organisation, with highly tailored individual management, regular face-to-face meetings, calls and detailed action plans. She finds Yammer (a message-board system) a crucial way to keep in touch.

People like Pesa are in the vanguard of a remote working revolution that has been mooted for decades: soon, we have been repeatedly assured, the days of the nine-to-five office slog will be over as empowered homeworkers rewrite the corporate rule book. Numerous studies have shown that remote workers are more productive and achieve a better work-life balance.

A 2013 survey of 1,000 British office workers by Ipsos MORI found that 70 per cent of those given the option to work remotely say they can get more done away from the office, and 38 per cent think they are more creative.

When Yahoo! CEO Marissa Mayer banned working remotely in a widely distributed internal memo in February, she found herself on the receiving end of plenty of dismissive rhetoric (including from Sir Richard Branson, who tweeted "Give people the freedom of where to work and they will excel!"). But even if Yahoo! managed remote working poorly, does Mayer have a valid point?

The idea of remote working (be it at home, at a client's office or while travelling - and not to be confused with wider flexible working) has been popular for about 20 years. The proportion of UK

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Whispering the Strategies of Language: An Emotional Journey through **Case Study For Small Business 48 1986 Remote Work Case Study For**

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Table of Contents Case Study For Small Business 48 1986 Remote Work Case Study For

1. Understanding the eBook Case Study For Small Business 48 1986 Remote Work Case Study For
 - The Rise of Digital Reading Case Study For Small Business 48 1986 Remote Work Case Study For
 - Advantages of eBooks Over Traditional Books
2. Identifying Case Study For Small Business 48 1986 Remote Work Case Study For
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Case Study For Small Business 48 1986 Remote Work Case Study For
 - User-Friendly Interface

4. Exploring eBook Recommendations from Case Study For Small Business 48 1986 Remote Work Case Study For
 - Personalized Recommendations
 - Case Study For Small Business 48 1986 Remote Work Case Study For User Reviews and Ratings
 - Case Study For Small Business 48 1986 Remote Work Case Study For and Bestseller Lists
5. Accessing Case Study For Small Business 48 1986 Remote Work Case Study For Free and Paid eBooks
 - Case Study For Small Business 48 1986 Remote Work Case Study For Public Domain eBooks
 - Case Study For Small Business 48 1986 Remote Work Case Study For eBook Subscription Services
 - Case Study For Small Business 48 1986 Remote Work Case Study For Budget-Friendly Options
6. Navigating Case Study For Small Business 48 1986 Remote Work Case Study For eBook Formats
 - ePub, PDF, MOBI, and More
 - Case Study For Small Business 48 1986 Remote Work Case Study For Compatibility with Devices
 - Case Study For Small Business 48 1986 Remote Work Case Study For Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Case Study For Small Business 48 1986 Remote Work Case Study For
 - Highlighting and Note-Taking Case Study For Small Business 48 1986 Remote Work Case Study For
 - Interactive Elements Case Study For Small Business 48 1986 Remote Work Case Study For
8. Staying Engaged with Case Study For Small Business 48 1986 Remote Work Case Study For
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Case Study For Small Business 48 1986 Remote Work Case Study For
9. Balancing eBooks and Physical Books Case Study For Small Business 48 1986 Remote Work Case Study For
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Case Study For Small Business 48 1986 Remote Work Case Study For
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Case Study For Small Business 48 1986 Remote Work Case Study For
 - Setting Reading Goals Case Study For Small Business 48 1986 Remote Work Case Study For
 - Carving Out Dedicated Reading Time

12. Sourcing Reliable Information of Case Study For Small Business 48 1986 Remote Work Case Study For
 - Fact-Checking eBook Content of Case Study For Small Business 48 1986 Remote Work Case Study For
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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