



REMOTE THE RISE



SCALING UP

2026 Readiness: 7 Business Shifts Smart Companies Are Making Right Now

SUSTAINABILITY & SOCIAL RESPONSIBILITY

Businesses That Give Back: Why Impact Will Define 2026 Winners

HR & TALENT MANAGEMENT

Hiring for 2026: What Top Candidates Want Now

LOUD ON PURPOSE

How Chores & More turned burnout, friendship, and one bold hire into a new way of running a business

INTERACTIVE & FUN

The Vision Test: What's Your 2026 Leadership Superpower?

BUSINESS INSIGHTS

The Remote Reset: How End-of-Year Reflection Drives Next-Year Profitability

LEADERSHIP & CULTURE

Leadership in the Last Mile: How Great Leaders Show Up When the Year Ends

TECH & TOOLS

The 2026 Stack: Tools That Predict, Prevent, and Personalize

6TH EDITION



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Interactive & Fun

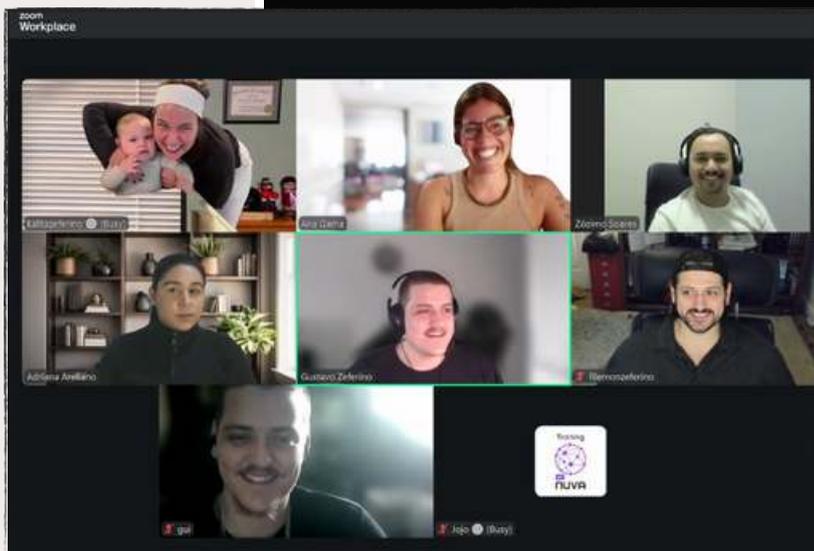
NOTE

There is something powerful about the way a year ends.

Not because it closes a chapter, but because it reveals what truly stayed. What endured. What evolved. What demanded reinvention.

As we arrive at the final edition of Remote Rise in 2025, one theme stands above the rest: reinvention is never a solo act. It is a collective journey, built through shared vision, consistent effort, and the courage to rethink how we work, lead, and grow.

Throughout this year, Remote Rise became more than a magazine. It became a space for real stories. Honest conversations. Businesses in transition. Leaders choosing intention over urgency. Teams are learning that remote work is not just a structure or a model, it is a mindset. One rooted in trust, clarity, and responsibility.



Editor-in-Chief

EDITOR'S

For me, this edition carries a deeply personal meaning.

It has been almost three years working alongside GetNuva, and one full year leading Remote Rise as Editor-in-Chief. What began as an idea from the founders, a vision to create something meaningful, educational, and human, was brought to life through collaboration across every department. Strategy, design, operations, sales, content, and partnerships all played a role in shaping what this magazine has become.

That collective effort is what made Remote Rise successful. Not perfection, but alignment. Not speed, but intention.

I want to express my sincere gratitude to everyone who contributed to this journey. To the team members who believed in the vision. To the partners and clients who trusted us with their stories. And to the readers who continue to engage, reflect, and grow alongside us.

Closing a year strong does not mean having all the answers. It means carrying forward what matters most.

As we look ahead, may we continue to build businesses that support life — not compete with it. May we lead with clarity. And may reinvention remain an ongoing practice, not a reaction.

Thank you for being part of this journey. With appreciation,

Ana Grama

Editor-in-Chief, Remote Rise Magazine

LEADERSHIP IN THE LAST MILE

HOW GREAT LEADERS SHOW UP WHEN THE YEAR ENDS



by Filemon Zeferino

Every December, work feels different. Teams slow down. People get tired. The work from the whole year sits on everyone's shoulders. But this time of year is special. It is when good leaders help their teams finish well.

At GetNuva, I work with teams in different countries. I learned that the end of the year is important. People need help. They need a calm voice to guide them into the new year.



Too Many Choices

By December, everyone has made many choices for many months. Even simple choices feel hard now. That is why leaders should slow things down.

December is not the time to start big projects. It is the time to focus on what matters most. Leaders should:

- Slow the pace to let people breathe.
- Keep tasks simple so there is no confusion.
- Create space instead of adding pressure.
-

When leaders protect the team's energy, everyone finishes stronger.

Leading for the Long Run

Sustainable leadership means leading in a way that lasts. It means taking care of your team. You should not push them until they burn out. When a leader sets a healthy speed, the team can keep going for a long time.

In December, remind people that rest is part of success. If you want a strong start in January, you need a calm finish in December.



Understanding Feelings

The end of the year brings many feelings. People think about their goals and their challenges. Some feel hopeful. Others feel unsure. Many just feel tired.

A good leader notices these feelings. They are patient. They listen more and talk less. When leaders stay calm, the team feels safe.

LEADERSHIP & CULTURE

Finishing Together

One of the most important things a leader can do is help the team feel like the year is truly over. People need closure. They need to know the chapter is done. You can do this by:

- Talking about lessons the team learned.
- Celebrating the progress you made together.
- Admitting the hard moments so everyone feels heard.

This helps everyone say, "We finished this year together." A team that feels complete can rest better during the holidays.

Getting Ready for Next Year

January is a fresh start. But people cannot start well if they are confused. Leaders help by giving a clear plan before the new year starts. This includes:

- Explaining the main focus for the new year.
- Sharing what is safe and what will not change.
- Painting a hopeful picture of what is ahead.

People follow leaders who make them feel supported.

The End Matters

Leadership is not only about big moments. It is about how you act when the team is tired. The end of the race is where leadership counts the most.

This December, lead with kindness and clarity. Give your team space to rest. How you finish the year is how your team will start the next one.

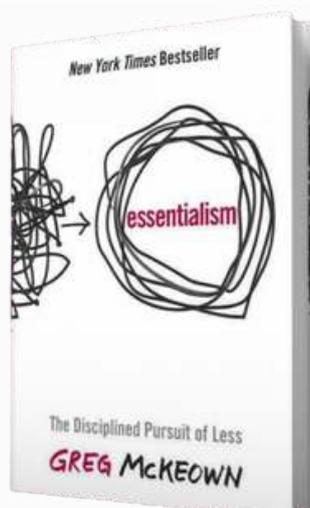
Finish strong. Lead strong. Remember it's a process!

Recommended Reading

My top three best-selling books to help you lead better and start fresh.

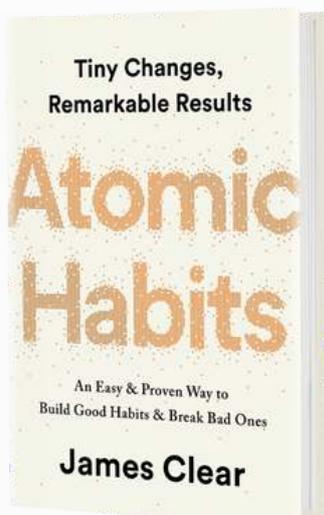
1. Essentialism: The Disciplined Pursuit of Less By Greg McKeown

This book teaches you how to do less but better. It is perfect for leaders who feel like they have too much to do. It helps you focus on what is truly important.



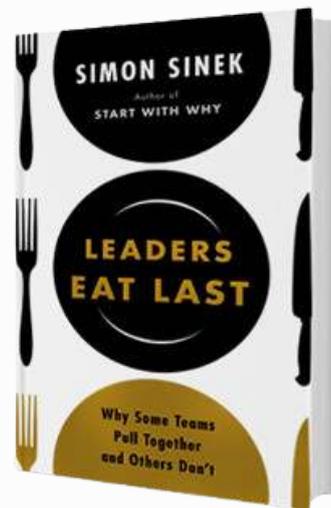
2. Atomic Habits By James Clear

Great for the new year. This book shows how tiny changes can lead to big results. It is a simple guide to building good habits that last.



3. Leaders Eat Last By Simon Sinek

This book explains why some teams stick together and others fall apart. It reminds leaders that their main job is to make their people feel safe and valued.





THE REMOTE RESET

HOW END-OF-YEAR
REFLECTION DRIVES
NEXT-YEAR
PROFITABILITY



by *Adriana Arellano*

For many small businesses in the United States, December is a paradox.

On one hand, it is the most demanding month of the year: holiday demand peaks, inboxes overflow, payroll and bonuses converge, and tax season starts to loom. On the other hand, it is precisely when owners are most exhausted and least available, mentally, to think clearly about the business.

That is where most small business owners make the same mistake: they treat December purely as a month of operational survival, when it could be the most strategic month of the year.

From where I sit, leading a company that works daily with U.S. small businesses and, at the same time, heading the organization behind this magazine, the pattern is clear: the companies that grow sustainably are not the ones that simply “work harder”; they are the ones that pause to think better.

This article is about exactly that: how to turn year-end into a true remote reset, a structured process that reduces operational waste, protects owner bandwidth, and sets up a more profitable and lighter 2026.

2025: WHEN EXCESS ACTION EXPOSED THE COST OF LOW REFLECTION

If 2025 could be captured in a single image, it would be small business owners running on ever-faster treadmills, afraid that any pause would mean falling behind.



Many of them say a version of the same thing:

"I did more, implemented more, worked more. But looking back, I see I could have done less, with better results."

The issue is not effort. It is lack of space to see the whole picture. Especially in the U.S., where labor costs are high, regulation is complex, and competition is intense, the instinct is to "produce more." Without disciplined reflection, however, that instinct tends to create three predictable side effects:

- redundant processes, created under pressure and never revisited;
- overlapping systems (two CRMs, parallel spreadsheets, unnecessary manual entry);
- strategic decisions taken too late, or taken in a state of fatigue rather than clarity.

2025 made one lesson unavoidable: doing a lot is not the same as moving forward well.

The line separating the small businesses that merely survived from those that genuinely strengthened their position in the market is drawn by a quiet, unglamorous capability: disciplined reflection.

REFLECTION AS AN ANTIDOTE TO OPERATIONAL WASTE

In this context, reflection is not a sentimental exercise in "how did the year feel."

It is a practical management tool for scarce resources: time, money, and energy.

When done objectively in December, reflection allows owners to see clearly:

- what consumed disproportionate effort for too little return;
- where work is being duplicated;
- which tasks could be automated or outsourced without compromising quality.



U.S. small businesses, in particular, carry a chronic burden: every paid hour, every software subscription, every meeting added to the calendar has a direct impact on margin.

A year-end without reflection tends to perpetuate:

- tool subscriptions that no one truly uses;
- reports produced "because we've always done it," but that never influences real decisions;
- sales, service, or billing flows full of steps no one dares to remove.

A year-end with structured reflection, on the other hand, produces something extremely valuable: an inventory of inefficiencies, not as a critique of the team, but as a map of opportunities for 2026.

THE STRATEGIC ADVANTAGE OF DECEMBER AUDITS

In the U.S., December is not only an emotional year-end.

For most small businesses, it is the basis for tax preparation, financial closing, and accounting review.

This creates the perfect moment for something beyond compliance: a strategic audit led by the owner.

This does not replace the accountant's work; it complements it. While the accountant looks at compliance, the owner looks at alignment between effort and outcome.

Three audit fronts are especially powerful:

1. Services and Client Portfolio

Which services truly drove profit in 2025?

Which generated revenue but consumed disproportionate hours?

Is there a client profile that is simply too expensive, in time and energy, for what it brings back?

Service companies, whether cleaning, healthcare, agencies, or law practices, often keep low-margin services alive out of habit or fear of losing volume. December is the ideal time to decide what to keep, what to reposition, and what to discontinue.

2. Allocation of Hours and Payroll

In a country where labor is expensive, it is not enough to look at total payroll; owners must understand how those hours are actually used.

Who is underutilized?

Who became the bottleneck because "everything has to go through them"?

Which functions could be partially automated or supported by BPO or virtual assistants, freeing the internal team for higher-value work?

This audit prevents simplistic solutions like "we need more people" when the real problem is process design.

3. Quality of Decisions

List the key decisions made in 2025: major hires, investments, model changes, partnerships.

Which proved right? Which came too late? Which were avoided because of fear or lack of data?

Key questions:

- What information was missing when I made this decision?
- Where do I still rely too heavily on intuition and too little on objective data?
- How can I improve the flow of information in 2026 so I can decide faster and better?



When December is used this way, it stops being just an expensive, exhausting month and becomes the moment when the owner recalibrates how the business makes decisions.

THE “REMOTE RESET RITUAL”: A SIMPLE DESIGN FOR SMALL BUSINESSES

You don’t need a three-day offsite in another state to execute a meaningful reset.

For U.S. small businesses, a simple, remote, disciplined ritual is enough, provided it is treated as non-negotiable.

One possible design:

Block 1 – Look at the year with data, not selective memory

Review the essential numbers: revenue, margin, average ticket, billable hours, payroll, software spend, late payments.

This is not a technical deep dive; it is an honest look: where did money actually come in, and where did it leak out?

Block 2 – Review operations and people

Map roles, responsibilities, and overload.

Identify clearly:

- what no one should still be doing in 2026;
- where process documentation is missing;
- which tasks are ideal candidates for automation or external support.

Block 3 – Interview yourself as owner

Write down:

- What drained my energy the most in 2025?
- What gave me the best results with the least friction?
- If I could eliminate 20% of my tasks, which ones would they be?

Block 4 – Define the first quarter of 2026

Instead of a rigid 12-month plan, create a clear roadmap for the first 90 days:

- three main priorities;
- measurable outcomes;
- concrete deadlines;
- clearly assigned owners (even if one of them is you).

This ritual can be done with your core team, with a consultant, or alone. The format is flexible; what is non-negotiable is protecting the time, treating it as strategic work, and leaving with written decisions.

DECISION HYGIENE: THE CRITICAL CAPABILITY FOR 2026

If 2025 was marked by excess action, 2026 needs to be marked by better decision hygiene. Decision hygiene is the set of practices that protect the business from:

- deciding everything under pressure;
- living in constant improvisation;
- confusing urgency with importance

In practical terms, it means:

- creating clear policies for recurring situations (discounts, reschedules, cancellations, special terms);
- defining decision boundaries so the team can act without needing the owner’s approval on everything;
- setting fixed review dates for major decisions instead of letting them drift indefinitely;
- reducing information noise with fewer, better-structured reports and less scattered messaging.

For U.S. small businesses, this is not a luxury. It is a survival requirement in a context where every bad decision directly affects cash flow and the owner’s sleep.



A DIRECT INVITATION TO U.S. SMALL BUSINESS OWNERS

There is a quiet belief many owners hold: that they “can’t afford” to stop and think. “When I have time, I’ll step back and plan.” That day never arrives.

The reality is the opposite:

A business owner’s real competitive advantage lies in their ability to create time to think, because no one else will do it for them.

Using December as a remote reset does not mean ignoring demand or abandoning day-to-day operations. It means recognizing that a company’s future does not depend only on how many hours are worked, but on the quality of decisions that guide that work.

Looking ahead to 2026, the signals are clear: more pressure for efficiency, more technology, more competition for talent, more demanding customers.

Those who enter this cycle on autopilot will struggle with speed and complexity.

Those who enter it with clear priorities, cleaner processes, and a less congested mind will have something rare in the small business world: profit with intention, growth with discernment, and hard work with direction.

The reset doesn’t start in January.

It starts now.



2026 READINESS

7 BUSINESS SHIFTS SMART COMPANIES ARE MAKING RIGHT NOW



by Eduardo Alves

"I don't think strategic foresight is about guessing what 2026 will look like. It's about noticing what's already changing and getting your business ready for it before you're forced to.

The last editions of Remote Rise were about building stronger foundations: systems, purpose, remote-first growth. This one is different. This one is about transitions. The kind that don't announce themselves loudly, but still reshape how companies operate.

And that's why December matters so much.

The best operators I know don't treat December like a shutdown month. They treat it like a calibration window. The month to adjust the machine, not stop it. Because when January hits, you don't want to be building from scratch. You want to be running a cleaner, tighter engine.

Here are seven shifts smart companies are making right now to walk into 2026 ready.

1. AI + HUMAN SYNERGY IS BECOMING THE DEFAULT

We're past the "should we use AI?" phase. The real question now is: where does AI sit inside the workflow? The companies moving fastest aren't trying to replace people. They're redesigning work so people do what people are best at: judgment, nuance, empathy, decisions, and AI does what it's best at: speed, first drafts, patterns, repetition.

What I'm seeing work:

- **They map work by cognitive level.**

"Does this task need context and judgment, or does it need consistency and volume?" AI gets the second bucket.

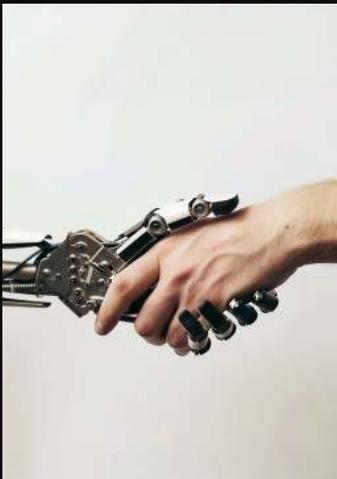
- **They embed AI into daily steps.**

Not a special "AI initiative." It's inside support, sales follow-ups, reporting, content planning, documentation.

- **They define quality rules.**

Who reviews? What's acceptable? What gets stored and reused? Without that, AI becomes noise.

If you want a December move here: pick one high-volume process and redesign it as AI-first + human-final. Make that the new standard before the year turns.





2. MULTICHANNEL REVENUE IS THE NEW BASELINE

Single-channel businesses are fragile. That was true before. It's undeniable now. Depending on one lead source, one platform, one product line—today that's not a focus, it's risk. The companies I'd bet on going into 2026 are building two to four revenue streams that reinforce each other:

- a service business adds a productized offer
- a product company adds a retention or subscription layer
- a digital brand builds partnerships and affiliates
- a local business creates a remote or hybrid extension

Not because they want to “do more.” But because they want stability. When one channel dips, the others keep the flywheel moving.

December is a great time to audit your top customer paths to revenue and ask: what's the closest adjacent channel we can add in Q1 without breaking ops? That answer is usually clearer than people think.

3. MICRO-DELEGATION IS REPLACING BIG HANDOFFS

The old style of delegation was “here, take this whole thing.” That works when teams are in one place and roles are stable.

In remote, fast-moving environments, it collapses. Too much ambiguity, too many gaps, too slow. Micro-delegation is the shift I see everywhere now: delegating smaller, clearer pieces of ownership more frequently.

Operators doing it well:

- delegate atomic tasks, not vague outcomes
- use simple templates, checklists, Loom-style walkthroughs
- keep tracking lightweight but visible

It's not micromanagement. It's modularizing work so it scales.

If you do one thing in December: break down a core workflow into micro-steps. January becomes way easier when your work is already modular.

4. FRACTIONAL ROLES ARE BECOMING NORMAL

I'm watching more companies quietly build serious capability without full-time hires.

Fractional leaders are stepping in for things like:

- marketing strategy
- finance and forecasting
- ops design
- sales leadership
- HR and talent systems
- data and analytics

It's not about cutting cost. It's about buying expertise without locking yourself into overhead.

A good December question:

“what skill would change next year's trajectory if we had it one or two days a week?”

Whatever pops up first there is probably your next fractional hire.

5. AUTOMATION IS SHIFTING FROM CONVENIENCE TO RESILIENCE

Automation used to be “nice to have.” Now it's becoming a resilience tool. Resilient businesses don't fall apart when:

- a key person leaves
- Demand spikes unpredictably
- A platform changes its rules
- A system breaks
- A market swings

They keep operating because the process is bigger than any one person. Three automation layers are showing up in smart orgs:

- **Customer-facing automation**

Onboarding, reminders, billing, follow-ups.

- **Internal ops automation**

SOP triggers, task routing, reports, and handoffs.

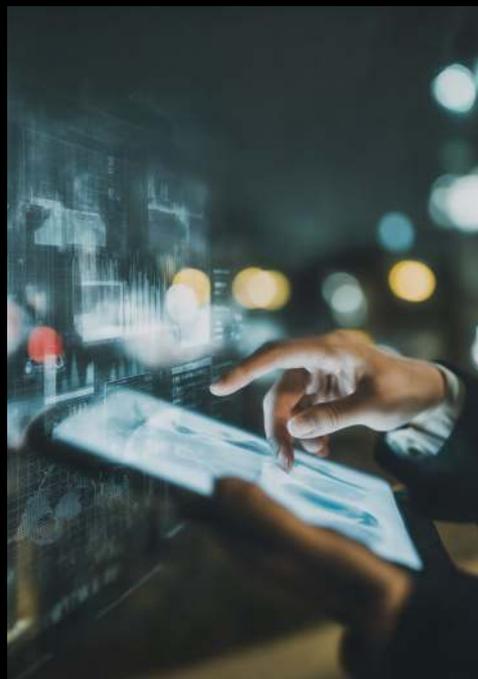
- **Decision support automation**

Dashboards, alerts, and AI summaries that surface problems early.

The simplest way to find your next automation:

If someone vanished tomorrow, what breaks first?

Start there.



6. CUSTOMER EXPERIENCE IS BECOMING DATA-DRIVEN BY DEFAULT

Customer experience isn't just a vibe anymore. It's being engineered. Not in a cold way, but more in a "stop guessing" way.

Companies doing this well aren't drowning in dashboards. They're focused on a few signals:

- Where customers get stuck
- What predicts retention
- What triggers upgrades
- What causes churn
- What feedback repeats the most

Then they redesign the experience around that reality.

December is perfect for pulling basic numbers and listening carefully. The patterns you see now will tell you exactly what to fix in Q1.

7. LEANER OPERATIONS ARE TURNING INTO AN ADVANTAGE

In the next phase of business, the winners won't necessarily be the biggest. They'll be the cleanest operators. Leaner doesn't mean cutting for survival. It means removing waste so value moves faster. I see this showing up as:

- simpler workflows and fewer tools
- fewer decision bottlenecks
- more standardization
- a stronger focus on repeatable wins instead of scattered experiments

December is the month for pruning:

- What produced revenue with low friction?
- What drained time without return?
- What can be standardized so it runs without you?

Every answer makes 2026 lighter.

THE QUIET STRATEGY UNDERNEATH ALL OF THIS: GLOBAL TALENT

The hidden connector across these shifts is flexibility in talent.

Global talent isn't just a cost play anymore. It's an advantage in speed, coverage, and specialization. The businesses that can plug in talent across time zones can delegate faster, build multichannel revenue without bloating payroll, and keep operations lean.

Global talent + micro-delegation + fractional roles + automation?

That combination is shaping the most resilient companies I'm seeing right now.

DECEMBER IS YOUR CALIBRATION MONTH

If you only take one idea from this article, let it be this:

December is not a pause. It's a tuning window.

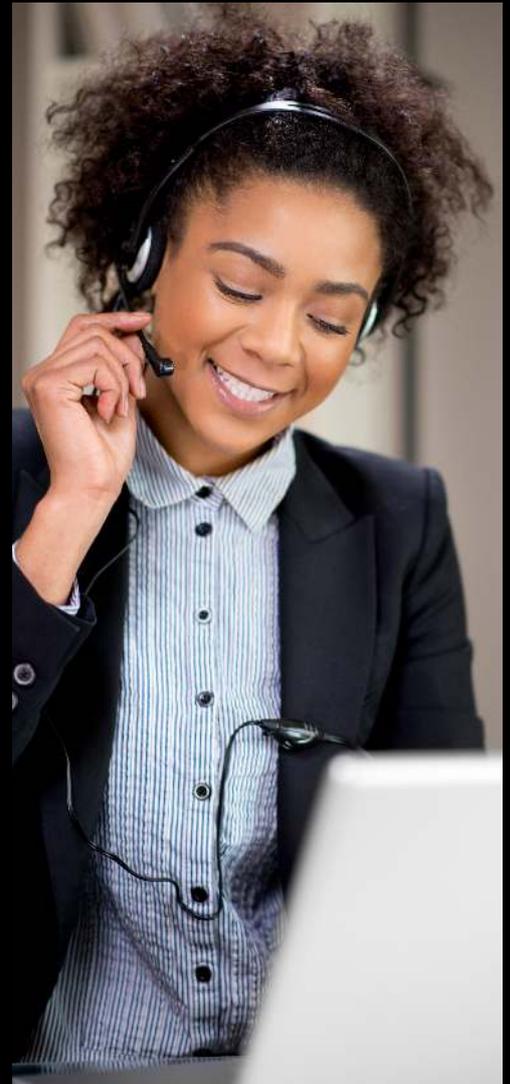
While other businesses coast, you can quietly upgrade the machine:

- document and modularize workflows
- automate weak points
- set up fractional support
- define AI + human collaboration
- choose a multichannel add-on
- improve customer experience with real data
- simplify operations

You don't need some dramatic transformation before New Year's.

You just need a better machine than you had last quarter.

That's what 2026 readiness really is: small, deliberate upgrades made early enough to compound.



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LOUD ON PURPOSE

How Chores & More turned burnout, friendship, and one bold hire into a new way of running a business

Interview with Laura Natoli and Holly Silva, Co-Founders of Chores & More

When you look at Chores & More today, you see a fast-growing cleaning company with a strong brand and a loud, unapologetic personality. What you do not see at first glance is the exhaustion that came before the systems, or the number of times its founders almost stayed in careers that did not fit them.

Best friends since the stroller, Laura Natoli and Holly Silva tried to build lives inside audition rooms and corporate offices before they decided to bet on themselves. What started as a simple idea to clean houses on the side became a business that grew faster than they were ready for, until 2025 forced a full reset.

In this interview, they share how they went from doing everything themselves to finally letting go, why hiring a Virtual Assistant through GetNuva was the push they needed, and what it looks like to scale without losing their weird, human side.

Eduardo Alves: Laura, Holly, for those who are just now discovering Chores & More, how did this story begin and what need did you feel you were meeting when you first started?

Laura: I always say the business was Holly's idea. I was the resistant one.

She kept bringing up this idea of starting a cleaning business, and I kept saying no. I did not see myself cleaning toilets for the rest of my life, and I knew nothing about running a business. After a lot of pushing from her, I finally said yes, and I am very glad I did.

Holly: We have been best friends since birth. Our parents knew each other before we were born, we grew up together, and then went off to college. I studied journalism, and Laura studied theater. After college, reality hit hard. I bounced from corporate job to corporate job and hated all of them. Laura was getting up at four in the morning, going to auditions, and dealing with constant rejection. We were both miserable.

I had this thought. A cleaning business does not take a lot of money to start. We could just start cleaning houses and figure it out. At first, it was me, Laura, and my dad cleaning in 2018. It was small and very scrappy, but we started to gain traction. That is how Chores & More was born.

"The business blew up, and we did not see it clearly because we were so busy."

When growth stops feeling exciting

Eduardo: At what point did that “scrappy beginning” turn into something bigger and more overwhelming?

Holly: It happened slowly and then all at once. We thought we were just picking up extra money. Then we joined CBF, and the growth really took off. The business blew up, and we did not see it clearly because we were so busy.

By 2025, I was completely burned out. We were in a tiny office, sharing space, juggling a ridiculous amount of tasks. I started making mistakes, forgetting to schedule clients. I was wearing every hat.

Laura: And I was tied up in sales all day. That is all I could do. So Holly did everything else. We had built this big business and were still operating like it was a small side job.

Eduardo: What was the moment this stopped being “just hard” and became “we cannot keep going like this”?

Holly: For me, it was when I realized I was starting to resent my own business. I loved what we had built, but I did not like how my days felt anymore. That was the signal that something needed to change.

“You can grow a chaotic business, but you cannot keep it healthy if you do everything yourself.”



The year of big decisions

Eduardo: You called 2025 a year of reinvention for Chores & More. What were the key decisions that changed your reality this year?

Holly: The first one was moving to a new office. It felt scary because the space felt “too big” for us, but we knew we would grow into it. I finally had my own space, Laura had hers. That alone helped us think clearer.

Laura: The second big decision was finally delegating the office work. That was the one we avoided for a long time. We knew we needed help but kept pushing it down the road.

Holly: That is when the VA conversation came back louder. We realised we could not grow and stabilise at the same time without help. You can grow a chaotic business, but you cannot keep it healthy if you do everything yourself.

From fear to first step: deciding to hire a VA

Eduardo: You said you had “getting a VA” on your list for a while. What was blocking you between knowing you needed help and actually bringing someone in?

Laura: Money and fear. We had “hire a VA” on our big goal list in January. We really wanted it. But we had just signed a lease for the new office, paid to attend CBF Live, and had a lot of new expenses. We were nervous about cash flow.

We were also scared of doing all the legwork. Sifting through hundreds of applications, interviewing, and training. We already felt overloaded. The idea of adding a hiring project to our plates made us freeze.

We had GetNuva in our back pocket because you were highly recommended, and we are close with Beth Eldridge, who was on the cover of Remote Rise. We trusted the recommendation, but still hesitated.





Holly: At CBF Live, we waited until the last possible moment to talk to you. We liked the idea, we liked you, but we were thinking, “This sounds great, but we cannot afford another big commitment right now.” We even planned our exit to avoid bumping into you again, so we did not have to say no.

Laura: Then you found us at the table, sat down, answered every single question, and somehow we left having signed the contract. It was equal parts scary and relief.

I remember thinking, “There is no way they are going to find our perfect person.”

Inside the GetNuva process

Eduardo: Once you decided to move forward, what stood out to you in the recruiting process itself?

Laura: For me, it was how I felt. I told you straight up that I do not like signing contracts. I have trust issues. From the first conversation, you validated every concern. You answered everything with patience, never rushed us.

We also tried to push ourselves to slow down because we have a habit of diving in without thinking. You did not take advantage of that. You guided us, you answered the same things more than once when we needed them, and you followed through on what you promised.



I remember thinking, “There is no way they are going to find our perfect person.” And then we met Sofia.

Holly: I am spoiled now. We told you personality was more important than background. We wanted someone who would match our brand and our energy. Sofia fits us ten times over. She clicked from day one.

Meeting Sofia: more than “extra help.”

Eduardo: What were the first signs that told you Sofia was really the right match?

Laura: Her commitment. She over-delivers without being asked. She is grateful for the opportunity, and you can feel that. We also connect personally. We joke with her, she jokes with us. We are a lot to handle sometimes, and she rolls with it.

Holly: She has taken so much weight off our plates. There are clients going into the schedule that I do not even know personally anymore, because she is their point of contact from start to finish. That used to scare me. Now it feels like breathing room.

On her first day doing a sales call, she closed the highest package and recurring service. That was a big confirmation moment for me.

Making remote feel close

Eduardo: A lot of owners worry that remote support will feel distant or disconnected. How did you make sure Sofia really felt part of the team?

Holly: Honestly, I did not go in convinced it would work. I was skeptical at first. But I knew that if we treated her like a real part of the company, not a floating name on a screen, it would help.

One of the first things I did was hop on Google Meet on my phone and literally walk her around our neighborhood. I showed her the restaurants, pizza places, and the area. She loved it. It made it feel real.

For our Christmas photo, we brought her in through the laptop. Laura was holding the computer with Sofia on the screen, wearing a Santa hat. She was just there with us. We talk to her every day, even if it is just a quick check-in. We use Discord to stay connected in real time.

On delegation, ego, and control

Eduardo: Many owners who read this are still afraid to delegate, especially office work. If you could look them in the eye, what would you say?

Laura: Check your ego at the door. We all think we are the only ones who can do things the “right” way in our business. That might be true when you are tiny, but it is not true when you grow.

If you insist on wearing every hat, you will drop balls. You will resent your business. You have to let go before you feel ready. We were not ready. We did not have an onboarding system built. We figured it out while moving.

Do it scared. Do it messily. Just do it.

Holly: If you own a cleaning company, you have already delegated once. You delegated the cleaning when you hired technicians. This is just the next step. Delegating office help is not a betrayal of your standards. It is making your standards sustainable.

Just because someone does it differently does not mean it is wrong. They will find their rhythm. Sofia has her own way of doing things that still respects our core values. That is the win.

*We already grew without structure once,
and we know how that feels. Now we
want to grow with structure and support.
That is the difference.*

Eduardo: You have both built a very authentic brand. You are open, loud, a bit weird, and proud of it. How do you keep that human touch while you grow and add structure?

Holly: We are ourselves with everyone. That is the rule. With the techs, with clients, with Sofia. People know we are goofy, but they also know we are serious when it comes to the business.

We built relationships where we can laugh together and also have hard conversations when needed. Our core values are in everything: who we hire, who we let go, which clients we say yes or no to. If someone does not fit those values, they usually self-select out, or we part ways.

Laura: I think defining who you are and who you are for is what keeps you grounded while you grow. You do not have to be for everyone.

Looking ahead

Eduardo: When you think about 2026, what excites you the most about the next phase, and how does remote support fit into that picture?

Laura: We want to hit the one million dollar run rate and get our green jackets at the next CBF event. That is a big milestone for us, and we are close.

Sofia is a huge part of that. She follows up, brings old clients back, and turns one-time clients into recurring. That is why we gave her the title Growth Coordinator. She is literally coordinating our growth.

Holly: We already grew without structure once, and we know how that feels. Now we want to grow with structure and support. That is the difference.

Eduardo: To close, what is your overall feedback about your experience working with us and the whole GetNuva process?

Holly: I have nothing negative to say. From the moment we met you at the CBF event until now, it has all been positive. Sofia is phenomenal. The process with you has been phenomenal.

What I love most is that you care about the client and you care about the VA. You follow up with Sofia to make sure she is happy. You called us to talk about a holiday bonus for her. It feels like an even relationship, not just a transaction.

Laura: Thank you for pushing us when we needed it and for taking care of her. We are very grateful.

Eduardo: The feeling is mutual. Your story is exactly what we want people to see. You can grow, you can delegate, and you can stay true to who you are at the same time. Thank you for sharing it with our readers.



THE VOICE THAT HOLDS IT TOGETHER

An interview with Sofia, Virtual Assistant at Chores & More

When clients call Chores & More, they usually do not know it, but a big part of the calm on the other end of the line comes from Sofia. From another country and another time zone, she helps hold the day together: phones, schedules, technicians, follow-ups, and a lot of quiet emotional labor.

In this interview, she shares how she went from burnout in a production plant to finding a team where she finally feels she belongs, what she learned along the way, and how she is helping Chores & More finish the year more organized and confident.

Diza: Sofia, let us start from the beginning. How did you become a Virtual Assistant, and what made Chores & More feel like the right place for you?

Sofia: Becoming a VA was not some long-term plan. I was working in an office at a production plant, and the job slowly started to wear me down. It was fast-paced, very stressful, and my body started to show it. I was getting sick all the time, and my hair was falling out. I realized I was heading straight for burnout, and something had to change.

I sent my resume to a company almost as a test, mostly to get interview practice in English. They called me, the interview went well, and suddenly, I was transitioning into remote work much faster than I expected. My first VA job was with a Ukrainian company called Glacier. Everyone was kind, but most of the communication and documentation was in Ukrainian, so I lived inside Google Translate. I always felt a bit like an outsider.

When I later connected with Chores & More, it felt completely different. From the first contact, Laura and Holly were warm, direct, and genuinely excited. During my first week, they did something I will never forget: instead of just sending me the office address, they called me on Google Meet and literally walked me around their neighborhood. They showed me the streets, the main square, the gazebo decorated for Halloween. It was their way of saying “you belong here too,” even from far away. That set the tone.

Diza: Every company has its own rhythm. What did your first days with Chores & More look like, and what helped you understand how everything worked?

Sofia: My first week and a half was almost full-time shadowing with Laura. I sat with her as she handled phones, sales calls, and customer support. She walked me through the systems, the booking software, how we use Discord with the technicians, and how they document every job with detailed notes.

One thing I really appreciated was how intentional she was about the small things. Their notes use different formats and even emojis to signal details, like quick visual codes. I offered to reverse engineer everything by going through client files myself, but she said no and made a Google Doc just for me.

Overnight, she built a guide explaining what to write, where it goes, and what each symbol means. It turned what could have been a confusing system into something very practical and clear.

I also saw how seriously they take onboarding for technicians. There are videos, manuals, and contracts. It showed me right away that they care about people being set up to succeed, not just thrown into work.

Diza: Starting somewhere new is rarely smooth. What was the hardest part of your transition, and how did you get through it?

Sofia: The hardest part was learning how to estimate cleaning time and pricing. Where I live, we use a different measurement system, so when someone said “the house is 1,200 square feet,” I had no sense of whether that was big, small, or in between. And professional cleaning is not the same as just cleaning your own home.

At first, I was very anxious about giving wrong estimates. I worried that if I miscalculated, it would hurt the company.



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So we created a gradual process. On calls, I would collect all the information about the house – rooms, bathrooms, people, pets, basement, stairs, glass showers, the level of detail – and then send the estimate by email after reviewing it with Laura.

I would tell her what I was thinking for initial and recurring hours, and she would adjust and explain why. Over time, those conversations built my sense of scale and my confidence. What helped most was that they never made me feel annoying for asking questions. I apologized a lot in the beginning, and they kept reminding me it was okay to double-check. That support calmed my anxiety and made space for me to grow.

Diza: As a VA, you are often the structure behind the scenes. How do you stay organized and help the team close 2025 feeling more in control and less overwhelmed?

Sofia: A big shift happened when my schedule changed. Because of the time difference, I now start earlier than the office. I use that first hour as quiet prep time. I go through the schedule, read client notes, see where each technician is going, and make sure everything makes sense before the phones get busy.

At the end of the day, I do a quick recap for myself. Did I finish what needed to be done today? What needs to be carried over? Whom do I need to follow up with tomorrow? Is there anything in the next few days I can prepare for now? It is not a long ritual, but it keeps small things from piling up and turning into chaos.

I care a lot, maybe more than I should sometimes. Recently, we had a post-construction client I had been talking to for weeks. She sent pictures, measurements, so I knew her house almost by heart. The cleaners finished after my shift, and as I was getting into the car to go to a friend's house, I saw her message come in. I was nervous to open it. When I finally did, she said she was really happy and wanted to start biweekly service. I felt so relieved and immediately told everyone. Moments like that make all the preparation worth it.

Diza: What do you feel you bring to the team that maybe does not show up on a to-do list, but makes the day easier for everyone?

Sofia: I think one of my biggest contributions is the tone I help set in our communication. I am in touch with Laura almost every day, and our calls are not just about tasks. We talk about her cat, my day, her family, and random life things. It keeps our connection human, not just transactional.

They also make a big effort to include me. When they took Christmas photos, they put the laptop in the group shot so I could be “in” the picture. The technicians send personal news, like engagement photos, and the company celebrates it. Those things might look small from the outside, but for me, they are huge. They remind me that I am part of the team, not just a remote service.

I try to bring that same care back. I pay attention to how clients sound, how technicians are doing, and who might need reassurance. It is not something you can measure in a report, but it affects how the day feels for everyone

Diza: Looking ahead to 2026, how would you like to grow your role and support Chores & More in a more strategic way?

Sofia: We started talking about that around Thanksgiving. The schedule was packed, the owners were out in the field cleaning again, and it was really all hands on deck. I handled phones and apps while they were out, and once things were under control, I told them, If there is any back-end work or paperwork you want off your plate, I am happy to take it.

They shared that in the future, they want to train me on more things, like helping with their podcast and other projects that sit a little more on the strategic side, not just the daily operations. That excites me, because I do not just want more tasks, I want to deepen my role.

I want to be useful in ways that really move the business forward, while still keeping the daily structure solid. They invest in me with courses and training during work hours, and I take that very seriously. My goal for 2026 is simple. Keep being the steady person behind the phones, and at the same time, grow into someone who can support the bigger ideas they have for the company.





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HIRING FOR 2026

WHAT TOP CANDIDATES WANT NOW



by Ethan Diddams

Let's be honest! Hiring these days feels like trying to impress someone who's read your entire LinkedIn history and already googled your Glassdoor rating. Candidates have leveled up. They don't just want jobs, they want alignment, autonomy, and authenticity (and maybe a flexible Friday policy that doesn't come with guilt).



The rise of value-aligned employment

The buzzword for 2026 isn't "hybrid." It's "aligned." Top candidates are no longer swayed by fancy titles or an extra week of PTO. They're choosing companies that share their personal values, sustainability, flexibility, and growth that feels human. Recruiters who still try to sell a role like a used car salesman are out. Those who can articulate a company's "why" with sincerity? In.

At GetNuva, we see this every day. Businesses that clearly live their values (not just list them in bullet points) attract better, longer-term talent. Alignment, not allure, is the new advantage.



The truth about remote culture

Ah, remote work - the "rom-com" of the talent world. Everyone falls for it, only to realize it takes real effort to make it work long-term. Yes, flexibility is still king, but culture has become the queen that keeps it all from collapsing.

Candidates don't want endless Slack channels or emojis pretending to be culture. They want connection, trust, and visibility. If your onboarding is one long PDF and a few awkward Zoom intros, you're already losing them. Remote culture is less about being everywhere and more about making people feel like they belong anywhere.

New expectations, new negotiations

Forget the old playbook. Today's candidates want a relationship, not a transaction. They're asking about growth plans, mental health support, and whether your "unlimited leave" policy actually means "please don't take it." They're negotiating for mentoring, not just money (but don't get me wrong - Money is a big part of it also).

If you're hiring for 2026, you're not selling a position - you're offering a partnership.

January hiring trends: the smart move no one makes

Here's a recruiter's secret: January is actually one of the best months to hire - and yet, most companies hit pause. While everyone else is celebrating the new year and dreading coming back to work, proactive managers are snapping up incredible talent.

Why? Because the best candidates reflect at the end of the year. They're planning their next career chapter - and they're open to a nudge for that new start in the new year.



Search and start now, win in January

Early onboarding allows your new hires to hit the ground running while others are still nursing champagne headaches. You start the year with people who are ready to contribute for the foreseeable year ahead.

At GetNuva, we've watched clients transform their year by acting early. Hiring isn't just about filling seats; it's about setting the tone for the months ahead. The smartest teams don't just wait for mid-year - they start planning/building them now.

The 2026 takeaway

Recruiting in 2026 isn't about who offers the best, fancy title. It's about authentic connection, market compensation and value alignment in a boundaryless, hybrid, and human-first world. Companies that master that balance will not only attract great talent, better yet... they'll keep it.

So, as you sip your holiday coffee and scroll through hundreds of resumes and applications, remember: you're not just hiring employees. You're hiring believers. Let's make 2026 the year we build teams that actually want to be there.

And if you'd like a little help finding those unicorns - you know who to call. 😊 www.getnuva.com

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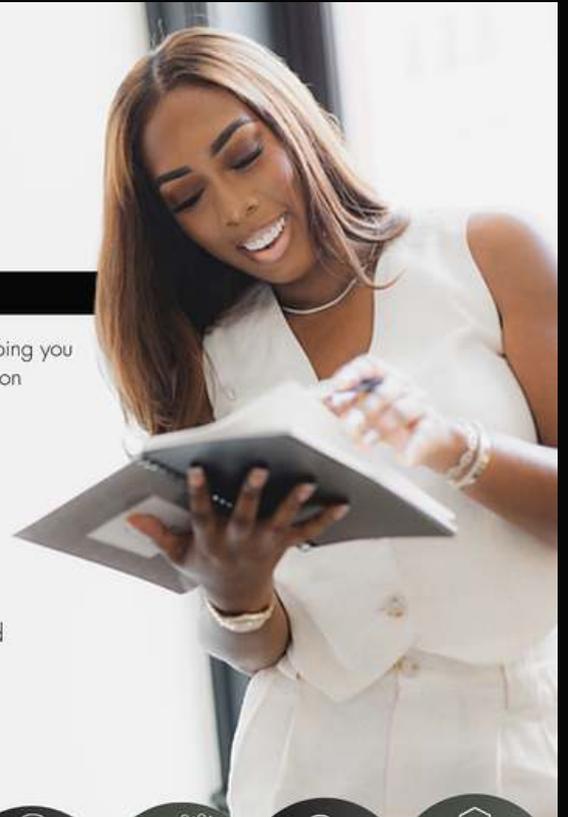
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CBF LIVE VIRTUAL 2026

Cleaning Business Fundamentals has one goal: to give cleaning business owners a complete, proven blueprint for building a company that runs smoothly, sustainably, and profitably — without depending on the owner's constant presence.

And at CBF Live 2026 Virtual, you can get an inside look! Join us for 2 days of deep dives, panels, and expert advice — led by industry legend, Debbie Sardone!

Trying to stabilize a business that's growing faster than your systems? CBF offers the direction most owners never receive: step-by-step structure, leadership frameworks, pricing guidance, hiring processes, and operational systems rooted in real-world application.

And few stories demonstrate the impact of the CBF method better than Morris and Tammy McRae

THE YEAR TAMMY CHOSE STRATEGY OVER SURVIVAL

A CBF CASE STUDY ON CLARITY, LEADERSHIP, AND PREPARING FOR 2026

When Morris and Tammy McRae founded Maids on a Mission in 2019, they weren't looking for "just another business." After decades in corporate roles, and with Morris spending ten years as a high school history teacher, they wanted a company that could support their ideal retirement: more freedom, more control, and more time.



But they also knew they had zero experience in professional cleaning or running a service-based company. Tammy insisted they find a mentor before launching. That decision led them to Cleaning Business Fundamentals (CBF), and it changed everything.

Building it right from day one

The McRaes joined CBF before cleaning their first house. Morris used the program to learn every core component of the business: cleaning, pricing, hiring, marketing, sales, and KPIs.

The result was growth that followed a clear, predictable pattern:

- Year 1: \$215,000 in revenue
- Year 2: \$500,000
- Year 3: \$1,000,000

Over time, their son took over sales, and their technician and office teams became strong enough to run the business independently, giving Morris and Tammy the freedom to travel several times a year and enjoy the retirement lifestyle they had envisioned.

As Morris puts it,

“CBF was our blueprint and our playbook.”

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BUSINESSES THAT GIVE BACK

WHY IMPACT WILL DEFINE 2026 WINNERS



by Diza Rose

Welcome to the final stretch of 2025, the season where everyone is slightly tired, slightly wiser, and somehow still optimistic. December carries that subtle reminder: you made it, you grew, and yes, you reinvented yourself more times than planned. Now it's time to close the year strong and rise into 2026 even smarter.

This year wasn't just about running a business. It was about navigating overwhelm, testing new ideas at 2 am, and admitting that doing everything alone is a fast track to burnout. Many founders finally said, "Enough, I need support." And when remote talents stepped in, everything shifted, mentally, strategically, and operationally.

As we wrap up this edition, we're celebrating the entrepreneurs who stretched, stumbled, learned, and kept going — and the remote professionals who carried half the load with triple the grace.

Social Impact as Employer Branding

One thing became clear early in 2025: people don't join companies just for tasks; they join for energy. They join the environment you create. They join the leadership you embody daily, especially when your team stretches from the Philippines to Brazil to Argentina to Colombia.

And through GetNuva's global professionals, many leaders discovered that employer branding isn't a tagline. It's how you communicate when you're tired, how you explain expectations, how you honor cultural differences with grace instead of guessing. It's your tone. Your presence. Your humanity.

Impact starts here, inside the team. And once that part feels aligned, extending it outward feels less like a responsibility and more like a natural expression of who you've become.



Small-Business Philanthropy

This was the year small businesses said: "We may not be huge, but we're mighty."

Impact stopped being a corporate PR project and started becoming a daily lifestyle. Not grand gestures, just tiny, real things done with intention. And those small acts? They hit harder than any polished campaign.

You could almost hear business owners thinking: "If impact is part of who I am... how do I want it to show up in 2026?"

Turns out, it doesn't require big budgets. Just big honesty. And once leaders embraced that, their idea of impact expanded, beautifully, beyond geography.

Remote Volunteering: Impact Without Borders

With teams working across continents, impact evolved into something global and wonderfully diverse. Community wasn't local anymore, it was shared across time zones.

Teams engaged in:

- Digital mentoring
- Online skill exchanges
- Global cause participation
- Knowledge and learning circles

These weren't just activities. They were proof that purpose travels farther than passports. And when teams give back together, connection deepens. Loyalty grows. People feel like they're contributing to something with heartbeat.

That insight led to one of the most underrated lessons of 2025.

Purpose as a Retention Strategy

Purpose quietly became the unexpected anchor of 2025. Systems kept the work moving, yes, but purpose kept people connected. When remote professionals understood the heart behind the business and how their role actually contributed to something meaningful, loyalty stopped being accidental and started becoming natural.

And here's the part many leaders hesitate to admit: purpose isn't built from big speeches or pretty mission statements. It survives through habits, the everyday choices that show your team they're valued, trusted, and part of something worth staying for.

The best part? Those habits aren't complicated. You already have what you need to create that kind of atmosphere; it just requires intention, consistency, and the kind of leadership that feels less like pressure and more like presence.



Micro-Initiatives That Matter

This was the quiet hero of 2025. Leaders learned that small, consistent habits shaped culture more than any major initiative.

Warm check-ins, clear instructions, and recognizing small wins didn't take lots of time, but they transformed how remote professionals felt about their work.

Micro initiatives that made the biggest difference

- Short daily check-ins
- Clear tasks with no guesswork
- Encouraging ideas during meetings
- Celebrating small progress, not just big results
- Making space for honest conversations
- Being reachable when your team needs clarity

These tiny habits created stability and built loyalty, something every business will need going into 2026.

Closing 2025 With Intention

December stands here like a gentle pause, inviting leaders to acknowledge growth and choose what they want to carry into 2026. It's a chance to refine, realign, and step into the new year grounded in purpose rather than pressure. Next year's winners won't simply be the biggest businesses. They'll be the ones who learned how to care with consistency, generosity, and intention.

And GetNuva is honored to walk beside business owners building that kind of future, one remote professional, one aligned value, one purposeful choice at a time.

Because the truth is simple:

Businesses that create impact don't just succeed.

They stand out.

They last.

And in 2026, they win.



by Guilherme and Gustavo Zeferino

The 2026 Stack: Tools That Predict, Prevent, and Personalize

THE FUTURE OF BUSINESS TECH IS NOT JUST ABOUT AUTOMATION. IT IS ABOUT ANTICIPATION AND HUMAN SUSTAINABILITY.

The narrative around business technology has shifted. In 2024, the buzz was all about "AI doing the work." As we look toward 2026, the conversation is maturing. It is no longer just about speed. It is about stability. The most effective tech stack for the coming year does not just react to problems. It predicts them before they happen while keeping the human team at the center of the operation. We analyzed the emerging tools that are redefining "Proactive Operations." Here is what the 2026 Stack looks like.

PREDICT: Forecasting Over Firefighting

The old way of operating relied on "rearview mirror" data. It meant looking at last month's report to fix today's problems. The 2026 approach uses predictive analytics to look through the windshield.

- **Financial Forecasting:** Tools like Fathom or Mosaic are moving beyond basic bookkeeping. They use historical data to model future cash flow scenarios and alert you to potential gaps months in advance.
- **Inventory & Demand:** Instead of restocking when shelves are empty, AI-driven operations platforms now analyze seasonal trends and supplier lead times to suggest orders automatically.
- **The Win:** You stop putting out fires and start navigating around them.

PREVENT: Tech for Team Well-being

This is the most critical addition to the modern stack. Productivity tools used to be about squeezing more output from every hour. Now, the focus is on preventing burnout.

- Asynchronous Comm: Tools that encourage "deep work" are essential. Platforms that summarize meetings or manage notifications, such as Slack's AI summaries or Loom, reduce the need for constant real-time presence.
- Workload Balancing: Project management tools like Monday.com or ClickUp are evolving. They can now flag when a team member is overloaded before they miss a deadline.
- The Human Factor: These tools use AI to protect human energy instead of replacing human effort.

PERSONALIZE: High-Tech Retention, High-Touch Service

Client retention in 2026 relies on hyper-personalization. The goal is not to have a bot talk to your client. The goal is to give your team the superpowers to treat every client like their only client.

- The "Co-Pilot" CRM: Imagine a CRM that drafts emails based on the client's recent behavior. It creates a draft and waits for a human to review and hit send. This ensures the tone is authentic but the timing is perfect.
- Proactive Success: Platforms like Catalyst or ChurnZero track user engagement scores. If a client stops logging in, the system alerts your Customer Success team to check in personally. This prevents churn before the cancellation letter ever arrives.

The Verdict

The "2026 Stack" isn't about collecting more apps. It is about integration. It implies choosing tools that talk to each other to create a safety net for your business. Whether it involves forecasting a cash dip, preventing team burnout, or personalizing a client check-in, the best tools of the future are the ones that give you the space to be more human.

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THE VISION TEST

What's Your 2026 Leadership Superpower?

Every leader approaches growth differently. Some build systems. Others inspire people. Some bring calm, others spark change.

This test helps you identify the leadership strength you're most likely to rely on in 2026, and how it shows up in your decisions.

Choose the option that feels most natural to you right now.

1

When a problem suddenly appears in your business, you usually:

- A. Look for what broke in the system
- B. Ask how this affects the long-term vision
- C. Focus on keeping things stable
- D. Think of a creative workaround
- E. Talk it through with the team



2

Your ideal role as a leader is:

- A. Designing how everything works
- B. Setting direction and motivating others
- C. Making sure nothing falls apart
- D. Challenging the status quo
- E. Bringing people together around shared goals

3

When delegating a task, your main concern is:

- A. That the process is followed correctly
- B. That the outcome aligns with the bigger picture
- C. That it reduces stress and confusion
- D. That the person has freedom to experiment
- E. That the person feels supported and trusted



4

The thing that frustrates you most in a business is:

- A. Disorganization and inefficiency
- B. Lack of ambition or direction
- C. Constant emergencies and pressure
- D. Repetition without improvement
- E. Poor communication or misalignment

5

In meetings, you're usually the one who:

- A. Brings structure and clarity
- B. Talks about where the company is headed
- C. Keeps the conversation grounded
- D. Introduces new ideas
- E. Makes sure everyone is heard



6

Your definition of a "successful year" is:

- A. Systems running smoothly without you
- B. Clear progress toward a bold vision
- C. More balance and less chaos
- D. Trying things you've never done before
- E. A stronger, more connected team

8

You make decisions best when:

- A. You've mapped out the process
- B. You understand the long-term impact
- C. Things feel emotionally steady
- D. You can test and adjust quickly
- E. Everyone is aligned

7

When your team feels overwhelmed, you instinctively:

- A. Rework workflows and processes
- B. Remind them why the work matters
- C. Slow things down and reduce pressure
- D. Suggest a new, easier way
- E. Offer support and listen

9

The leadership skill you want to strengthen most in 2026 is:

- A. Operational excellence
- B. Strategic vision
- C. Emotional resilience
- D. Creative thinking
- E. Team development



10

If your business were a machine, you'd be the one:

- A. Designing the blueprint
- B. Choosing the destination
- C. Keeping it running smoothly
- D. Upgrading the engine
- E. Making sure everyone knows how to use it

YOUR RESULTS

Your leadership superpower doesn't need to change; it needs to be **supported**.

The strongest leaders in 2026 will be the ones who know their strengths and build systems, teams, and support around them.



Mostly A — The Architect

Systems Thinker

You design businesses that scale because they're built with intention. Your superpower is structure, clarity, and repeatability. In 2026, your growth comes from refining systems and trusting them to run.



Mostly B — The Visionary

Big-Picture Leader

You see possibilities before others do. Your strength is direction, inspiration, and momentum. In 2026, your impact increases when vision meets execution.



Mostly C — The Stabilizer

Consistency + Calm

You are the grounding force. Your leadership brings reliability and emotional balance. In 2026, your strength lies in creating sustainable growth without burnout.



Mostly D — The Innovator

Creative Disruptor

You thrive on change and experimentation. Your superpower is challenging old ways and testing new ideas. In 2026, your edge comes from innovation supported by a light structure.



Mostly E — The Integrator

Team-First Leader

You connect people, ideas, and energy. Your leadership builds trust and collaboration. In 2026, your success grows through empowered teams.



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The World's Largest Referral Networking Organization

Formed in January 1985, BNI is the largest and most successful business networking organisation in the world, helping businesses from 70+ countries across more than 11K+ chapters scale their business.



2026

A NEW YEAR BUILT ON CLARITY, INTENTION, AND BETTER SYSTEMS

As we close the year and step into 2026, one truth becomes impossible to ignore: businesses don't grow by accident. They grow by design. They grow when owners choose clarity over chaos, leadership over exhaustion, and structure over guesswork.

This year brought big conversations about remote talent, delegation, and the systems that allow entrepreneurs to reclaim their time. It brought stories of owners willing to change, to learn, and to build businesses that operate with confidence and purpose.

In 2026, that's the work ahead.

No more running on instinct. No more carrying everything alone. This is the year of building smarter, leading with intention, and developing companies that support, not drain, the people who run them.

To every founder, builder, dreamer, and leader reading this:

Thank you for growing with us.

Thank you for choosing better systems, better teams, and better futures.

Here's to a year of stability, strategy, and success: designed, not improvised.

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REMOTE RISE

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