

 language.work

Workgeist Report '21

Research into culture, mindset and
productivity for the modern work era.



In collaboration with Cornell University's Ellis Idea Lab.
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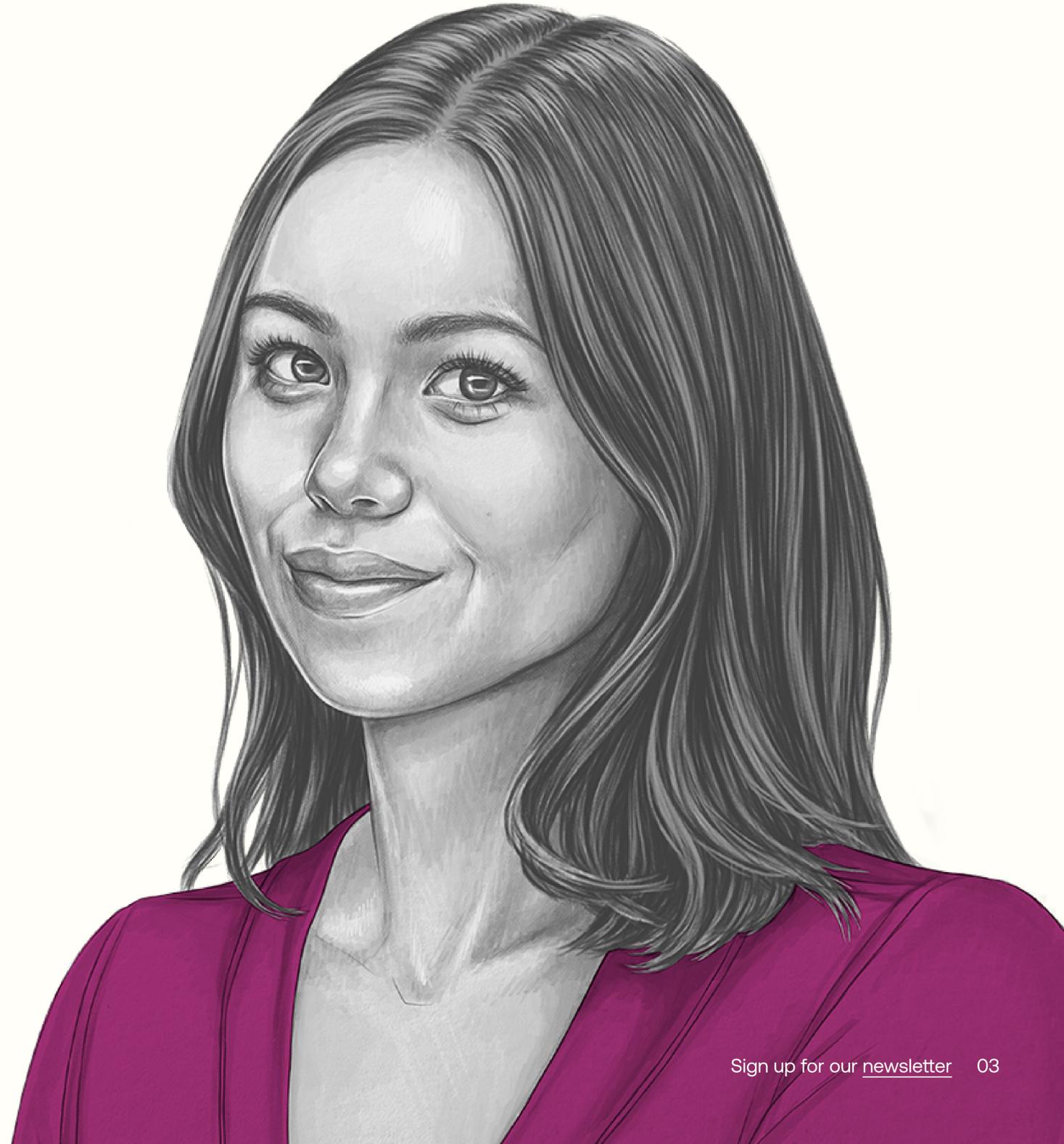
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A new language for work

A new world of work

The ground is shifting to a new form of collaboration where we work wherever and whenever we like. We've adopted workplace apps en masse to simplify collaboration on everything from contracts to code.

But they're cheating us out of our time, productivity and mental wellbeing. We should have a new way of working.





Qatalog teamed up with researchers at Cornell University's Ellis Idea Lab to uncover the truth behind modern work.

Qatalog and Cornell University's Ellis Idea Lab conducted an **academic study to uncover the truth behind the management, access, sharing, and creation (MASC)** of information in a software-enabled workplace where professionals work in distributed teams.

Through the **MASC** classification system, the study aims to better understand the nature of tacit knowledge in modern work. **Tacit knowledge** is knowledge that is internal to a person, including cognitive learning, mental models, and technical skills (as opposed to explicit knowledge, which is encoded in media external to a person).

The focus is on tacit knowledge because it is generally acknowledged as the driver of **high-quality decision making**.

The study focusses on how professionals use software applications to organize knowledge, make it available, pass it on, and use it in the generation of both practical and novel (i.e., creative) ideas at work.

This study is unique in that it is the only one to apply the MASC framework to a modern workplace enabled by software applications.

The research team conducted **three separate, extensive surveys with 1,000 participants per survey** to gather data, following the Gallup poll model, on March 31, 2021. Participants were based in the US and UK, working remotely and familiar with modern software applications in the workplace.

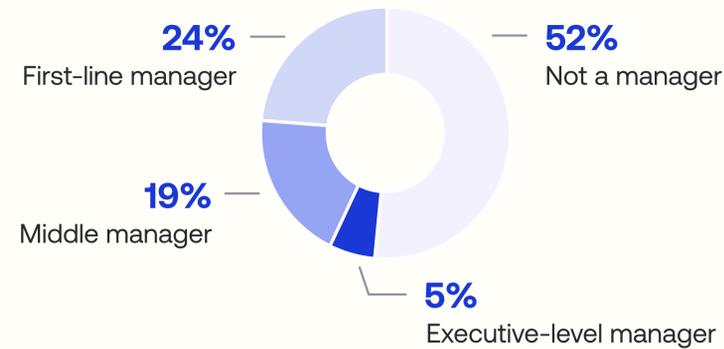
Demographics

1000 participants were recruited to participate in three separate surveys. Participants were based in the US and the UK, working remotely with a range of modern software applications.

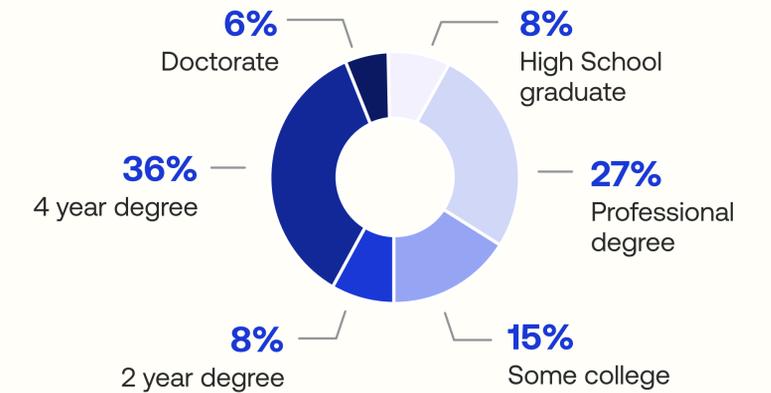
57% of participants self identified as female, 42% as male, and less than 1% as non-binary. 46% of participants were married, 46% never married, 5% divorced, 2% separated, 1% widowed. 45% of participants live with a partner, 36% live with family, 13% live by themselves, and 5% live with others who aren't family.



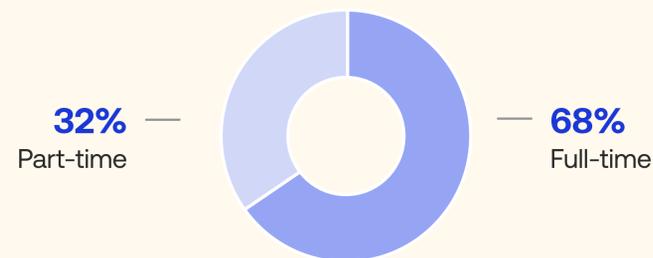
Management level



Education



Working remotely



Company tenure



Company size



Breaking down the problem

We wanted to understand what's driving burn-out, distraction and isolation in modern work. Our research unpicks why work isn't working, and offers an antidote to the chaos of modern work.

We break the problem down on two levels: knowledge and trust.



Knowledge — how do software applications in the workplace affect the management, access, sharing and creation (MASC) of knowledge?

Trust — how do we adopt a new way of working rooted in trust, flexibility, focus and belonging?



Productivity tools are killing productivity

Management of knowledge

Technology traps it

The typical workplace does not promote efficient management of knowledge. **69%** people report that finding the information to do their job is time-consuming.

Access to knowledge

Apps restrict it

The proliferation of software tools in the typical workplace is undermining fair access to information. **54%** of people say that applications can sometimes make it harder to find information.

Sharing of knowledge

Software impairs it

There's a high risk information gets lost in a sea of updates. **49%** of people report concerns that important information will get lost.

Creation of knowledge

Tools complicate it

Software in the workplace is making it hard to focus and align across teams on creative projects. **43%** of people report spending too much time switching between different online tools.

Technology traps knowledge

A maze of tools is eating our time

The workplace is a maze of tools, from messaging apps and cloud storage systems, to project management software, and more. In a typical day, people spend **59 minutes** simply looking for information trapped within tools and applications. That's up to **5 hours a week**, just trying to find what we need. Unsurprisingly about **7 in 10 people (69%)** report that finding the information to do their job is time-consuming.

Knowledge is fragmented across various tools

Even though the majority of people (**59%**) say they have a central place for all information related to work and **82%** say they're working with tools designed to improve connectivity, **54%** still say that these software tools actually make it harder to find information. People are losing time scouring messaging channels, navigating project management boards, and digging through cloud storage systems. They spend about **20%** of their typical workday doing this; it's time that could be better spent doing focussed work like designing a new product or getting user feedback.

It's causing unnecessary noise

Whenever we try to find that user feedback document, or scramble to do a pulse check on the sales pipeline, we default to asking co-workers rather than accessing the information directly. People report having to interrupt at least **two people** to find what they need up to **five times a day**—that's more messages, more video calls, and more interruptions that compound the chaos.



Trying to find information trapped in apps



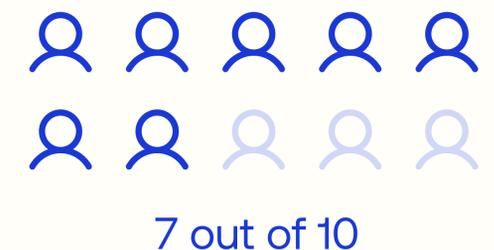
Software tools make it harder to find information



There could be more efficient ways of using my company's online applications to do my work



Proportion of people who report finding the information to do their job is time-consuming



Apps restrict access to knowledge

Teams are working in the dark

People are uncertain about work being done in other teams' apps and communication platforms. The branding team might live in a project management app, the content team organizes their work in an online wiki, and the sales team tracks everything in a CRM. Nearly **two thirds (57%)** of people report that they're not certain all departments use the same online apps. And **62%** of people say it can be hard to figure out what others are working on.

They're going rogue with tools

People often end up doing things their own way, with about **two thirds (63%)** reporting that they don't always use the recommended tools. If the customer service team is collecting feedback in their own app, this is restricting access to valuable knowledge from the product team. Similarly, if the sales team is using its own tools to document the sales cycle, restricted access to this means the customer onboarding team is caught off guard when new customers are passed through to them. **55%** indicated it's time-consuming getting information from another department when they rely on apps they're not familiar with.

This is causing noise and mistakes

When trying to access information on their company's online tools, **56%** of people said they found themselves needing to ask more than one person for help. This is what causes the unnecessary Slack pings and pointless Zoom calls. On average, people report that **21%** of the mistakes they make are the result of difficulties accessing information on their company's online tools/apps and communication platforms.



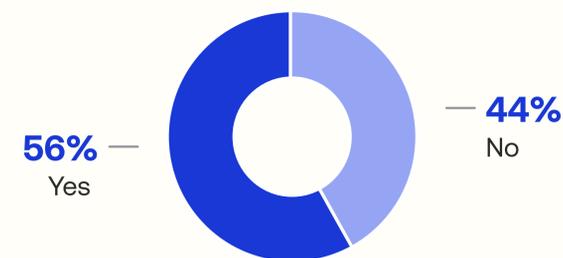
I'm not certain all departments use the same online tools/apps and communication platforms.



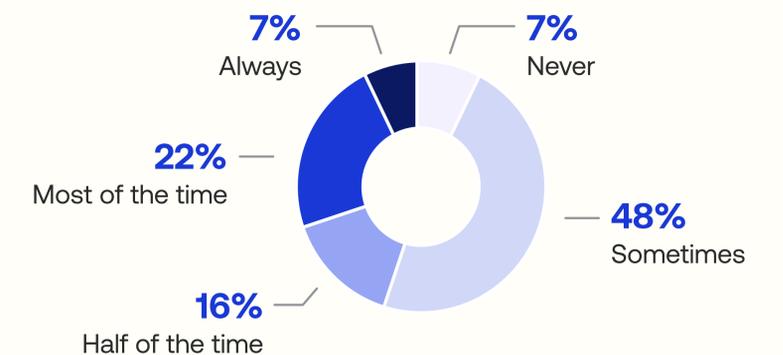
Since the shift to remote work, it can be hard to figure out what others are working on.



When trying to access info in your online tools, do you need to ask more than one person for help?



How often do you find yourself asking a coworker for help looking for info?



Software impairs knowledge sharing

We struggle to keep up in chaotic digital offices

Technology has run amok in the digital office and we're reeling from the fall-out. Another tool seems to pop up every day that might or might not contain some valuable information. It's no wonder that about **6 in 10 people** say it's difficult to keep track of information flowing across various applications.

The chaotic workplace makes sharing information hard

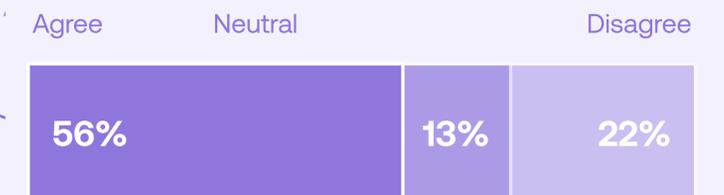
People are uncertain whether to post an update in a messaging channel, over email, or within another software tool (like a project management application). In fact, around **half of workers (49%)** say they're concerned that the information they post to their company's online apps and communications channels will get lost in a sea of updates.

This feeds uncertainty whether knowledge reaches the intended audience

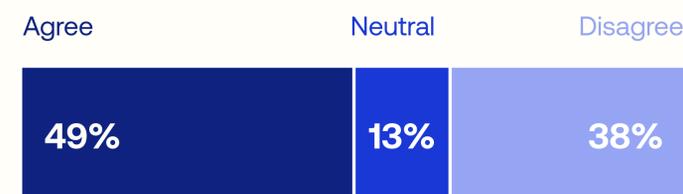
One in two employees say they're not always certain the information and updates they're posting within their company's apps are reaching their intended audience. This feeds the noise. Unsure whether their communications are reaching the right people, **53%** of people admit to making updates even when they're not fully necessary, just to cover their bases.



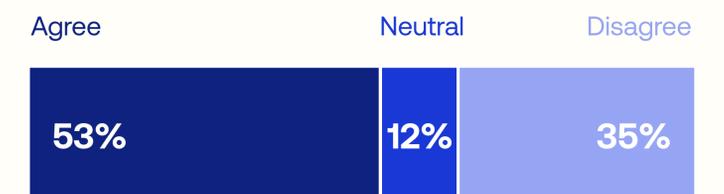
It's difficult to keep track of information flow across various applications.



I'm concerned that the info I post to my company's online tools will get lost in a sea of information.



I make updates even when they're not 100% necessary, just to cover my bases.



Tools complicate creativity

Technology promotes context-switching

We're at our best when we're immersed deeply in something challenging. This deep work is where we master our craft and produce stuff of real value. But software in the typical workplace promotes context switching and causes a drag on our creativity. **43%** of people report spending too much time switching between different online tools and applications.

On average, people report spending **36 minutes** every day switching back and forth between applications. And they report taking **9 and a half minutes** on average to get back into a good workflow once they've switched between apps.

This depresses productivity and causes fatigue

Context switching causes a lack of cognitive function. Human brains are not wired for a working day of glancing between your inbox, various different documents, slide decks, and more. No wonder that **45%** say this makes them less productive and **43%** say it is very tiring to switch between tools and communications channels all the time.

Negative impact on our creative potential

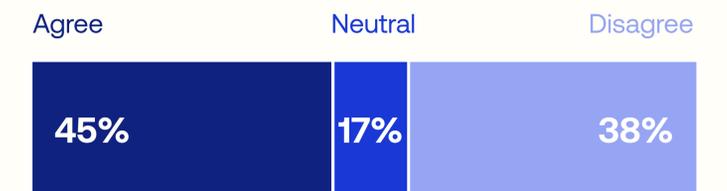
Moments of creativity happen when different teams with different perspectives come together. But the chaotic work environment makes it harder for us to work on creative projects together. Nearly **two thirds (62%)** of people report missing opportunities to collaborate in the modern workplace.



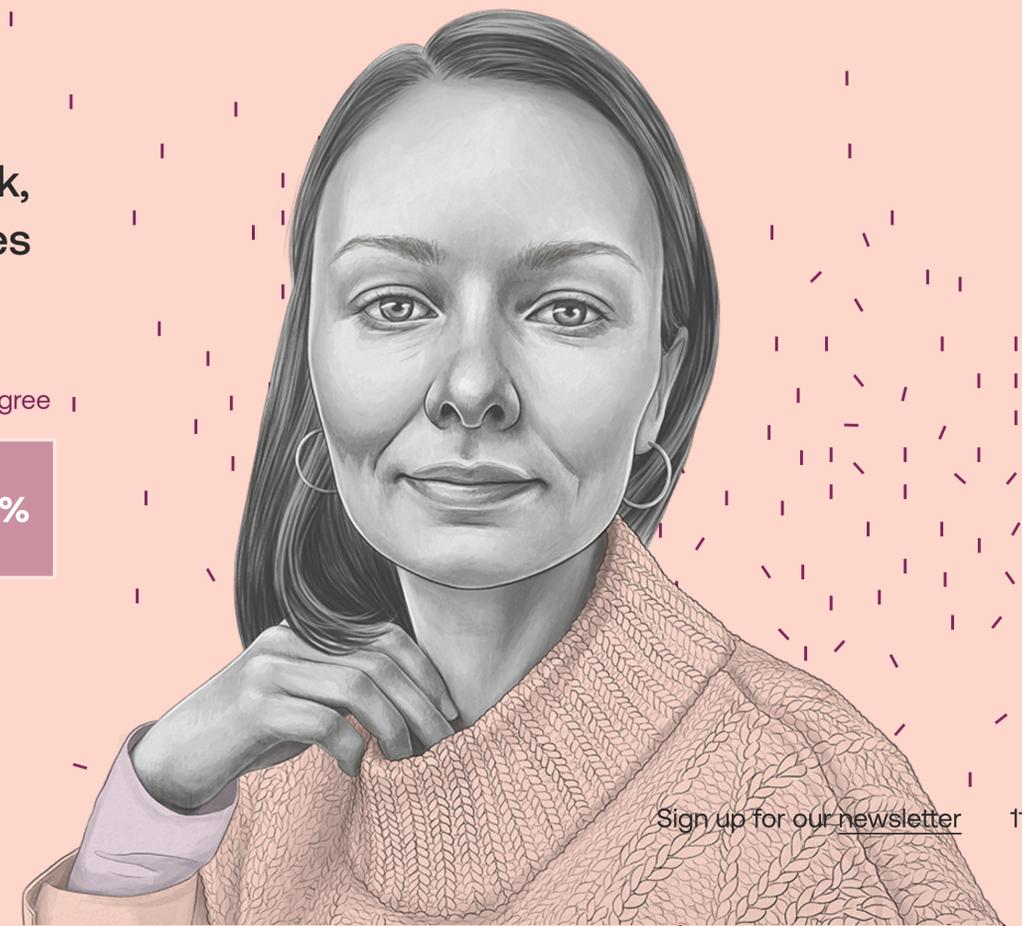
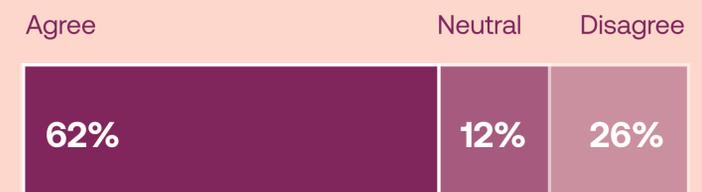
I spend too much time switching between the different online tools/applications my company uses.



The need to switch between different online tools makes me less productive



Since the shift to remote work, there are missed opportunities to collaborate with others.



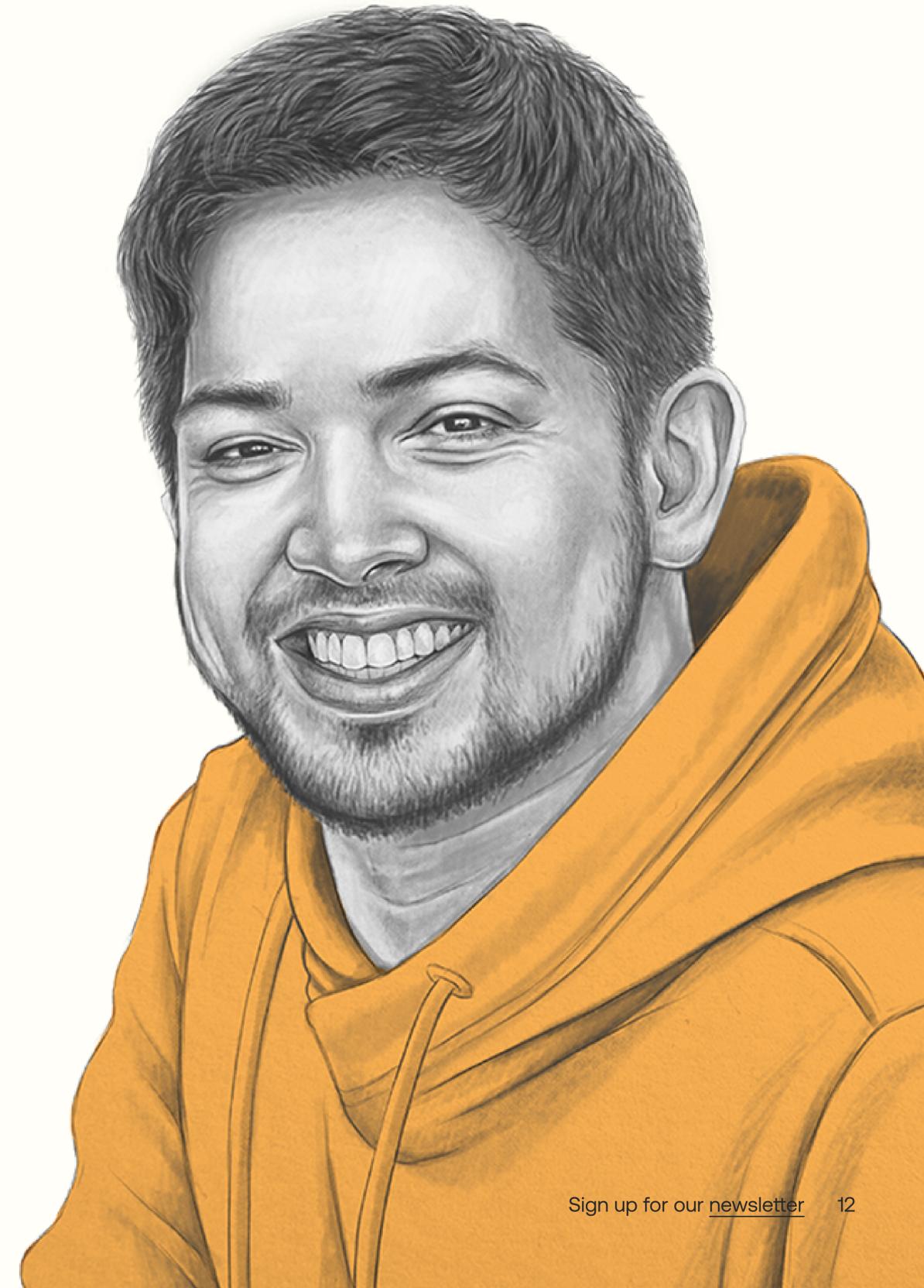


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Fixing our chaotic work practices will take an intentional, two-pronged approach. Firstly, we need to press reset on the technology that underpins our working day so it creates focus, not chaos. Secondly, we need a mindset shift that breaks from pre-pandemic 9-5 norms and embrace a radically new working culture rooted in trust.

Tariq Rauf,
CEO and founder of Qatalog

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We've built a guide to help you make the shift to new way of working

Productivity tools are killing productivity

Our research reveals how a slew of software tools has emerged to connect us, but we're drowning in the noise and struggling to find our focus in the workplace.

We've been fooled into thinking we'll be more productive, but we've ended up just working for our tools.

We need a new language for work

We now need a sustainable solution. Companies have to invest significantly in both software and culture to improve employee satisfaction at work, help create focus, and drive creativity across teams.

We're at a unique juncture in the history of work and those companies that fix these foundational issues have a rare opportunity to attract and motivate the best talent.

Learn how to shift to a people-first workplace

What does this kind of workplace look like? It's people-first, corporation second, not the other way round. It's rooted in trust, flexibility, focus and belonging.

This is a paradigm shift in the employer-employee relationship and it will be the deciding factor between success and failure for companies in this new world of work.



Learn

Use this guide to identify, build and measure cultural norms that put people first in your workplace.

These principles influence your talent brand, the well-being and performance of your employees, and how healthy culture is created and nurtured.

Build

It gives you practical strategies to restore trust, flexibility, focus and belonging to your teams.

Use it to strengthen these principles, remain adaptable to the constant flux of technological development, and drastically up-level your talent brand.

Measure

You can also measure the performance of your teams yourself with our [Modern Work Index!](#)

If you score highly—awesome, tell your candidates and employees that you've built a great place to work. If not, don't worry—we'll give you targeted, practical tips on how to improve.



Legacy work norms

Supervision

Workers commute to an office environment, where the production of output is monitored and observed.

Rigidity

Work is organized within a structure of working hours, geographic locality, and corporate etiquette.

Chaotic

Shared workplaces present physical and mental stressors, as workers combat distractions, discrimination, and cultural expectations.

Exclusionary

Career development is fueled by social factors, personality traits, and biased decision-making processes.

A new way of working

Trust

Accomplishment and capability are prioritized over activity, so people prove value with high-quality, creative input.

Flexibility

Work is organized within a structure of digital information management, releasing constraints on time and location.

Focus

Flexible workplace selection enables professionals to choose an environment and schedule that matches their unique working style.

Belonging

Workers collaborate and support one another as a team, but are individually accountable for results.

A new way of working

1. Trust

What is trust?

Professional trust is more than the belief that a team member is reliable; it's a mutual confidence that is earned through a relationship of faith in individual expertise or potential ability being reinforced with consistently-fulfilled expectations.

To build a track record that earns trust, teams need a reliable management structure that confirms your team is working effectively even when you can't see them.

How can I measure trust?

Do your team members have confidence in their support of each other's goals? Do they feel valued enough by their supervisor to safely ask questions and take smart risks?

Conduct a quick temperature check of your team's trust levels with this scorecard.

Objective	Description & checklist 
Performance expectations are aligned and managed.	<p>Dependability is earned through consistent fulfillment of commitments. But those ideals can't be fulfilled if only one party knows what they are. When expectations are clearly defined, agreed to, and managed, every team member knows what their objectives are and how to achieve them.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Each team member has confirmed their Key Performance Indicators and has a reporting method for proving productivity.
Team members have visibility into each other's productivity and results.	<p>Increase transparency between people and projects by integrating all your team's shared tools and apps into a streamlined work hub. The hub should improve workflow by making context across tools more visible, as well as reducing context-switching between apps.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Your team has a "home base" software that is the default location for group communication and gives visibility into team member activity.
Manager and employees mutually agree on topics and tasks that can be independently managed.	<p>What decisions can I make without approval? In order to reduce micromanagement and leadership dependency, there must be work that can be executed independently. Communicate clearly which tasks should have the highest priority, then articulate which topics and deadlines need supervisor approval versus those that can be individually managed.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Each employee has confirmed and can manage the objectives and key results of their role.
All team members feel psychologically safe and valued enough to share ideas and feedback.	<p>When working from home, people don't have a "buffer zone" of time or distance between their personal lives and their professional lives — they are simultaneously their whole selves while performing their jobs. This creates a fragility in the acceptance they need to feel at work, because they are hearing feedback and performance reviews in their safe space, without a different haven to retreat to. To adequately care for team members with this consideration, people should take extra measures to be empathetic and vulnerable with one another.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Communication channels exist and are frequently used to facilitate questions, ideas, and feedback.

A new way of working

1. Trust

“You know the phrase ‘Don’t shoot the messenger’? In fact, it’s not enough not to shoot them. You have to hug the messenger and let them know how much you need that feedback. That way you can be sure that they feel safe enough to tell you the truth next time.”

Dr. Amy Edmondson, Harvard professor and leading scholar on emotional safety.

Development strategies

Five conversation starters to evaluate and strengthen team trust.

The irony of having conversations about trust is that the participants need to feel trusted in order to give honest answers. To help with this chicken-and-egg conundrum, here are a few questions to ask that can help start the conversation, no matter what your current levels of confidence and transparency are:

1. Can you share some specific examples of times that you have felt that your team members really appreciate your contributions to the group?
2. What types of reactions help you feel confident when you’re sharing new ideas, questions, or feedback? Do you have any past experiences that have encouraged you to share your thoughts more or less openly with your coworkers?
3. Where do we see each other’s productivity throughout the week? How can we virtually share words of encouragement and congratulations on the great work that we see happening?
4. How can I tell that someone else is engaged and being an active contributor during meetings and calls?
5. What is the protocol if we receive a message that frustrates, offends, or hurts us?

Call to action: set and track KPIs

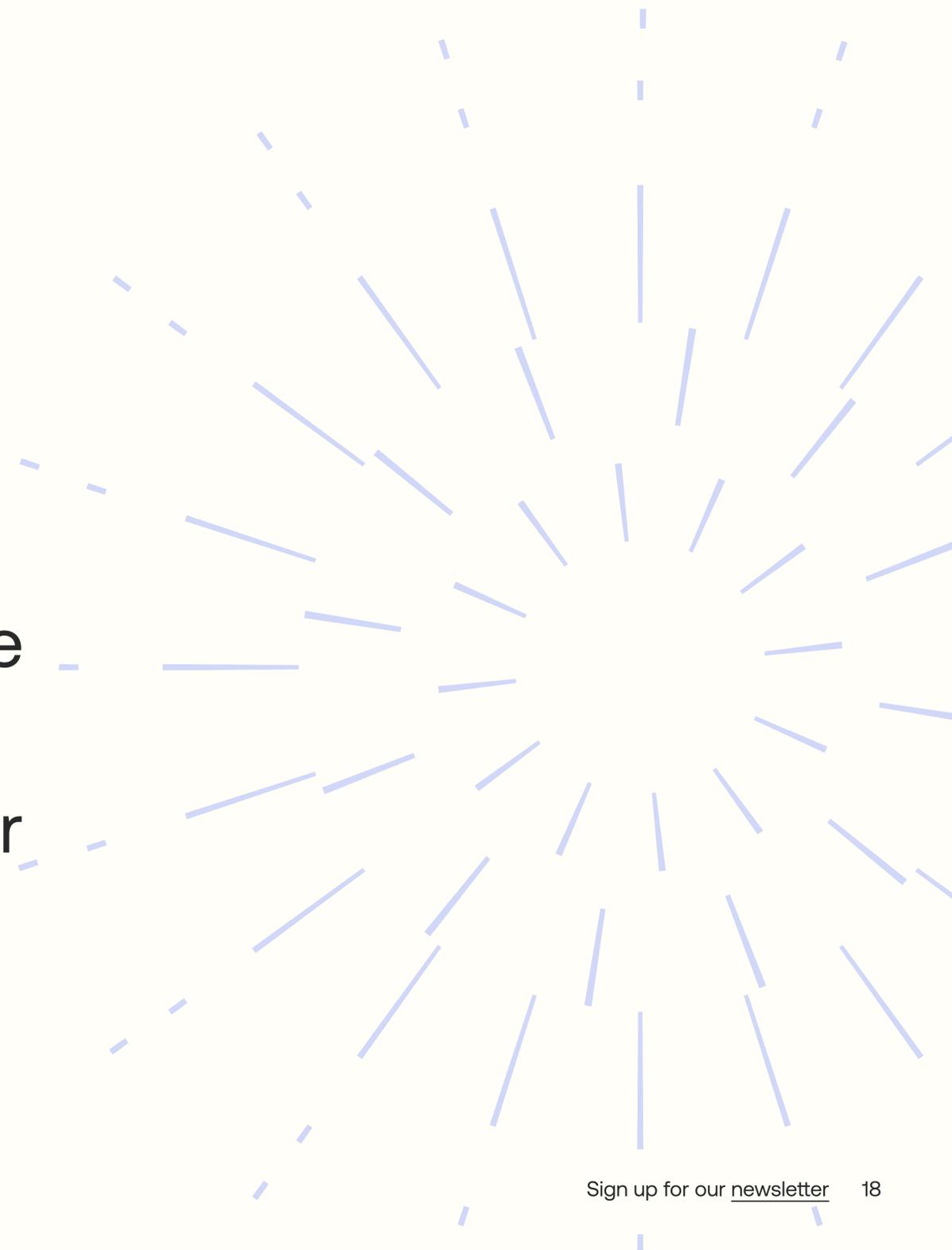
Confirm your team’s project management processes include measurable daily or weekly key performance indicators that publicly set clear performance expectations for each team member. These metrics give them an asynchronous opportunity to prove their value and productivity to leadership and to each other.





Trust makes **flexibility** possible.

When teams share trust, they feel comfortable working without supervision, because they have confidence their colleagues will do their work well, whether they are working at the same time or in the same place.



A new way of working

2. Flexibility

What is flexibility?

No longer bound by specific locations or set hours, flexibility in work is the new normal for businesses. Whether teams are entirely remote or hybrid, workplace flexibility allows a company and its employees to be more focused on the quality of work, instead of where it is happening. When a team doesn't share hours or space, it becomes even more essential for teams to communicate effectively to stay united.

How can I measure flexibility?

Do your team members have the autonomy necessary to manage their own tasks and schedules? Is anyone's productivity dependent on certain people, places, or times? Use this checklist to measure your current rates of flexibility.

Objective	Description & checklist 
Employees and employer have clearly communicated how to qualify for and support successful workplace flexibility.	<p>Working virtually without an agreement of expectations is not only inefficient, but often noncompliant. Just like discussing a job description during a hiring interview, make sure each employee understands exactly how their performance expectations will differ virtually than when they worked in an office, so they can do the job you're expecting them to do.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Each employee has reviewed and agreed to a remote work policy that details the terms of workplace and schedule flexibility at your company.
The success or productivity of each team member isn't dependent on their colleagues or manager.	<p>Autonomy requires self-management. But no one can manage themselves unless they have the permission and resources to do so. Waiting for approval or answers until the next meeting is only going to make a log jam of efficiency. Instead, build asynchronous resources to help workers find solutions and independently bust through blocks.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> The company's work hub functions as a digital source of truth to answer operational questions across teams and tools.
Teamwork has been updated to prioritize goal alignment instead of shared time.	<p>The classic conundrum of "Could this meeting have been an email?" rings true when you're trying to give your employees as much time as possible to work independently. Whenever possible, default to working asynchronously across software tools for project management, document collaboration and product design.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> The organization has converted most resources and channels to an asynchronous digital infrastructure that are equally accessible regardless of time or location.
Cultural standards are aligned without sharing time or location.	<p>Often integrated into the handbook, a communications charter acts as a manifesto of documentation and collaboration protocols to align tool use. Cultural standards must be set for criteria like meeting coordination, channel selection, and responsiveness requirements to ensure all team members are unified in information accessibility and fulfilling consistent expectations company-wide.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Each team has a recorded communication charter that outlines tool use and cultural expectations.

A new way of working

2. Flexibility

According to our research, almost 40% of work is done with a team. If over a third of our company's output is dependent on successful group collaboration, our channels of communication need to be clearly identified and streamlined so productivity isn't blocked by isolation.

Development strategies

Five conversation starters to evaluate and strengthen team flexibility.

Is your team autonomous enough to allow more flexibility? Are you each reliable and effective self-managers? Here are some questions you can discuss as a group to help self-evaluate and improve:

1. Do each of us have enough intrinsic motivation to proactively take initiative without being prompted or rewarded?
2. What resources do we have that help us independently analyze, evaluate, and strategize an issue?
3. Am I disciplined and accountable in my own time, tasks, and energy?
4. Do we each have a successful self-management method that enables us to adapt to changes and manage their impacts?
5. Without body language cues like head nods and thumbs ups, how do we communicate that a hand off of responsibility is complete? In other words, how do I know that I've "passed the ball" to you and you're now accountable for the next task?

Call to action: write a flexibility policy

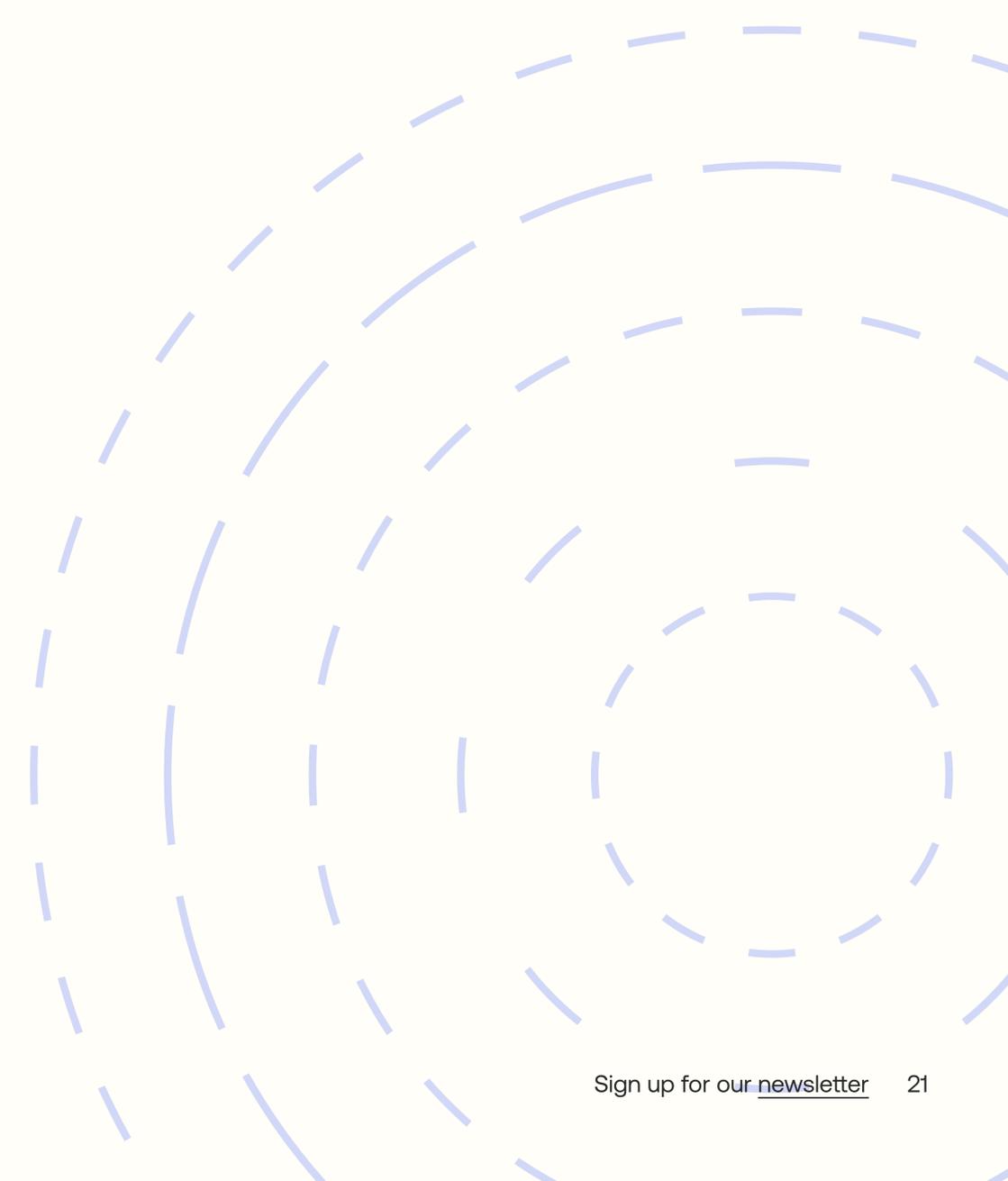
When designed effectively, a remote work policy is so much more than a checklist of terms for approval. It's a mutual agreement of the expectations and guidelines that will be required for successful virtual productivity. Take the time to review and reinforce what working without supervision will depend on in your operational model, which will confirm your team is just as productive around the world as they would be in the office.





Flexibility enables **focus.**

When each of our team members are equipped for flexibility, they have the freedom to arrange their workloads and schedules in ways that can optimize individual creativity, productivity, and focus.



A new way of working

3. Focus

What is focus?

Focus is about unlocking our creative potential when we're immersed in something challenging. This deep work is often where we master our craft and produce stuff of real value. But the typical workplace promotes context-switching and this drains cognitive function. No wonder that 45% say this makes them less productive and 43% say it is very tiring to switch between tools and communications channels all the time.

How can I measure focus?

In the workplace, focus is most commonly interrupted by coworkers stopping by and a busy office environment. At home, focus can be sabotaged by too many notifications and meeting overload, a consequence of poorly designed digital work infrastructure. When combined with unspoken pressure from management to “keep working even though I can’t see you,”, this fuels an “always on” mindset which can eventually lead to mental burnout.



Objective

Description & checklist

Digital infrastructure tools (including apps and integrations) are consolidated.

In recent Cornell research, 89% of respondents said they believe their company thinks they can find all or most of what they need on the company system. In contrast, 7 in 10 people (69%) report that finding the information to do their job is time-consuming. Together, this data suggests that companies believe they are giving their employees the tools they need to get work done quickly, while the majority of employees believe the opposite.

- All tools are integrated into a workhub that surfaces only the most relevant information and helps people work without distractions.

Work-life boundaries are transparently set and enforced.

Is your team culture supporting or sabotaging work-life balance? Give each other the permission that you need to unplug and recharge after business hours by discussing exactly how much work flexibility you have and what constraints you need to work within. Clear boundaries will be placed around work to make it possible for everyone to avoid burnout and come to work each day with fresh energy.

- Individual or shared working hours have been set and responsiveness expectations outside of those hours have been agreed upon as a team.

Employees have enough mental energy to participate in creative work and innovative processes.

Creating a work environment with pressure to grow and deliver great results can toe a fine line between empathetic encouragement and unrealistic demands. Be sure to constantly monitor the feelings and mental energy of your team members to ensure that they have headspace for all types of work, not just output production.

- Team members have the time, energy, and trust necessary for the risks of creative work.

Workloads are evenly distributed between team members to prevent discrimination or burnout.

In the assignment and delegation systems, there should be space for a conversation about each employee's workload and ability to meet expectations. As a self-manager, they should have the opportunity to express any concerns about fulfilling deadlines, prioritizing tasks, and measuring team equality.

- Confirm that metrics are included in your project management system that measure employee bandwidth and pressure.

A new way of working

3. Focus

Context switching causes a lack of cognitive function. Human brains are not wired for a working day of glancing between your inbox, various different documents, slide decks, and more. No wonder that 45% say this makes them less productive and 43% say it is very tiring to switch between tools and communications channels all the time.

Development strategies

Five conversation starters to evaluate and strengthen team focus.

Are your team's collaboration habits boosting or blocking productivity? Are there certain habits or tools that could be shed to optimize individual and collective focus? Conduct an evaluation as a team by discussing these questions:

1. Are there certain tools or channels that indicate an emergency? (A signal that if we get that type of message, we know to drop everything and respond asap, but all other channels can be silenced for deep work).
2. Do we ever lose time or concentration looking for certain files or information? If so, are there commonalities between the types of resources that get lost?
3. Which hours each day should we reserve for meetings and collaboration, and which can we block off for independent working?
4. Have we consolidated our tools into a workhub and eliminated the most distracting ones?
5. What are your favorite strategies for re-energizing your mind when you feel distracted or blocked?

Call to action: supplement your communication charter

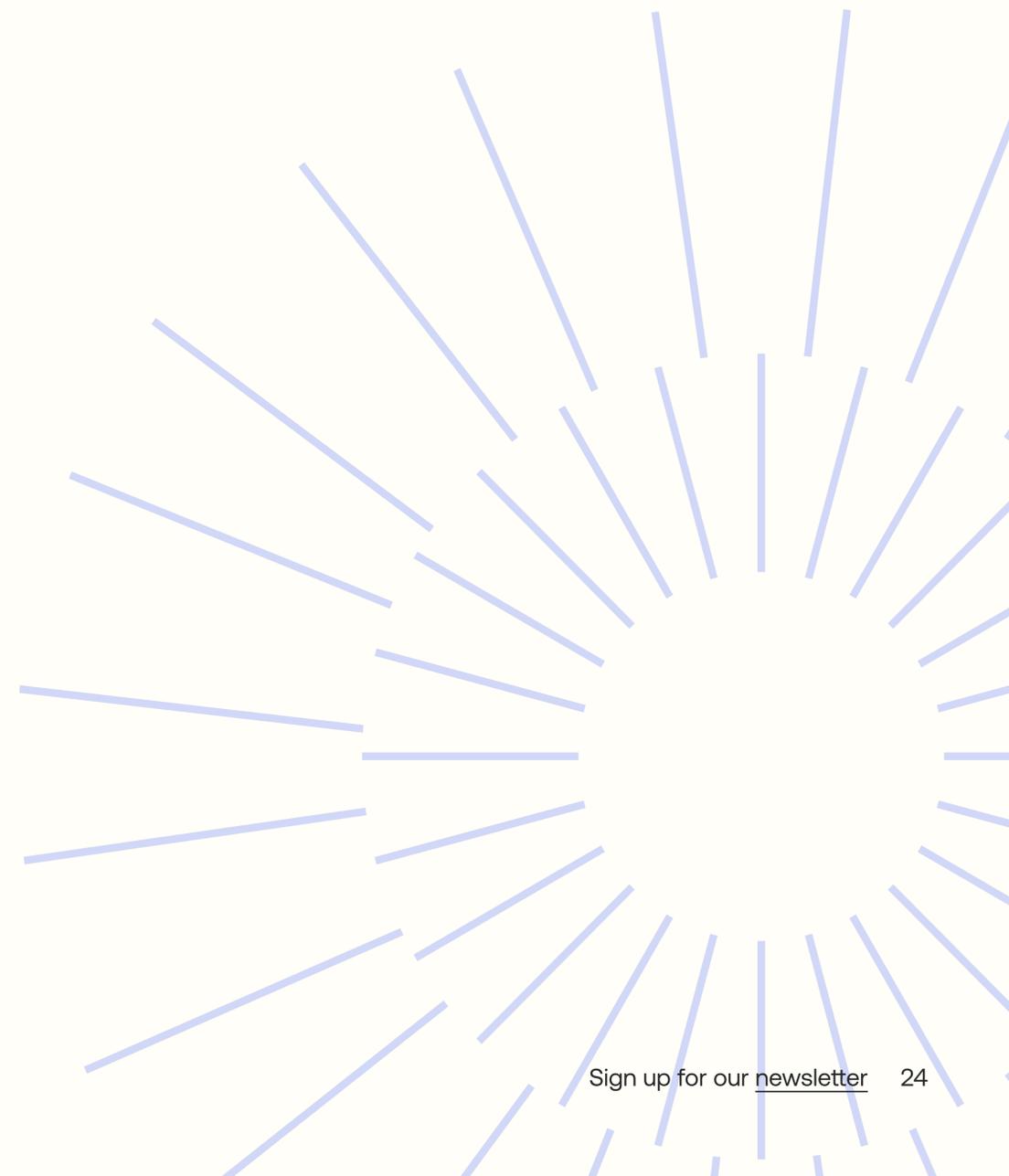
Add more information into your team's communication charter (see Section 2: Flexibility) that supplements how and when to communicate, with how and when to NOT communicate. Include tips and expectations for blocking deep work time on your calendar, turning notifications off outside business hours, and taking personal wellness breaks throughout the day.





Focus makes belonging possible.

Being more focused during our work day doesn't mean that we ignore our colleagues. Autonomy is not abandonment, and often balancing deep work phases with group collaboration can enhance the success of each.



A new way of working

4. Belonging

What is belonging?

When we're working in an office, we're in close proximity to each other, but are we truly unified? Belonging is the oxygen of company culture. The sense of security that we get from camaraderie is what makes trust, flexibility, and focus possible each day, and is created through consistent, positive interactions that communicate that we each provide valuable contributions, we share a future, and we are emotionally safe. Sharing a cubicle has never been the cause of true connection.

How can I measure belonging?

Do your team members feel valued and appreciated, or do they feel invisible and disconnected? Chances are, if you're doing all of the things on this list, your distributed team members will feel unified and loyal, even without birthday parties in the break room.



Objective

Description & checklist

Workers feel recognized and appreciated for their contributions to the company.

A positive, transparent company structure and culture facilitates high levels of interaction between employees of all levels. Introduce clear metrics — both financial and otherwise — that are easily measured and often rewarded. And, as always, express praise and appreciation early and often.

- Public recognition and celebration methods have been converted for virtual compatibility and increased in frequency.

The diversity of ideas, experiences, and skills between workers is respected and leveraged for group success.

One of the great benefits of remote work is how the increased flexibility and location independence of operations makes work more accessible to a wider variety of people. Bringing professionals into your team with different working styles, cultural perspectives, or mental/physical abilities can increase the capabilities of your team and company.

- A company-wide audit and employee survey has been conducted to ensure equality of workers, based on common discrimination factors, including on-site versus off-site workplaces.

Virtual working styles are understood and monitored.

We knew exactly how our teammates behaved in the office, but how can we tell that something is wrong without walking by their desk? By paying attention to the behaviors and preferences of your team members in a virtual environment, you'll find new patterns and signals that constitute their virtual working style. Make sure to use multiple methods of communication to capture a variety of cues.

- Each team member can describe typical virtual behavior of their colleagues, including signals that they are feeling happy, sad, or angry.

Team members feel united in a common cause and share goals for achieving it.

When working in an office, what was uniting your team? Was it just time and location, or did they share something more meaningful? The core of every company culture should be a shared objective. Working together to achieve a common vision will unite team members more than a break room ever could.

- The mission, vision, and values of your company culture are recorded in your digital handbook and activated in daily processes.

4. Belonging

Our research found that 41% of employees said they find it harder to trust coworkers they have never interacted with socially and yet 32% of those surveyed said their company had never organized connection building activities for their employees. It is worth the effort to redesign communal celebrations and activities to build relationships at work.

Development strategies

Five conversation starters to evaluate and strengthen team belonging.

Our research reveals how 32% of surveyed employers didn't offer any connection building activities, and another 25% only offered them a few times a year. That is a lot of missed opportunities for building trust and communication! Here are a few discussions to have as a team to inspire new ideas to foster connection existing interactions:

1. When is our preferred time for “water cooler” conversations? Should we reserve a few minutes of each meeting agenda to small talk, or dedicate entire calls to just hanging out?
2. What are the unique qualifications, skills, or expertise that I contribute to this group? Why are you grateful that I am a member of this team?
3. How can we virtually replicate or redesign our favorite parts of the group celebrations that we had for birthdays, promotions, and meeting goals in the office?
4. Which tasks, projects, or brainstorming sessions would it be helpful to cowork on together using interactive screen sharing and video calls?
5. What do I act like when something is wrong? How would I like my team members to notice and/or support me during those times?

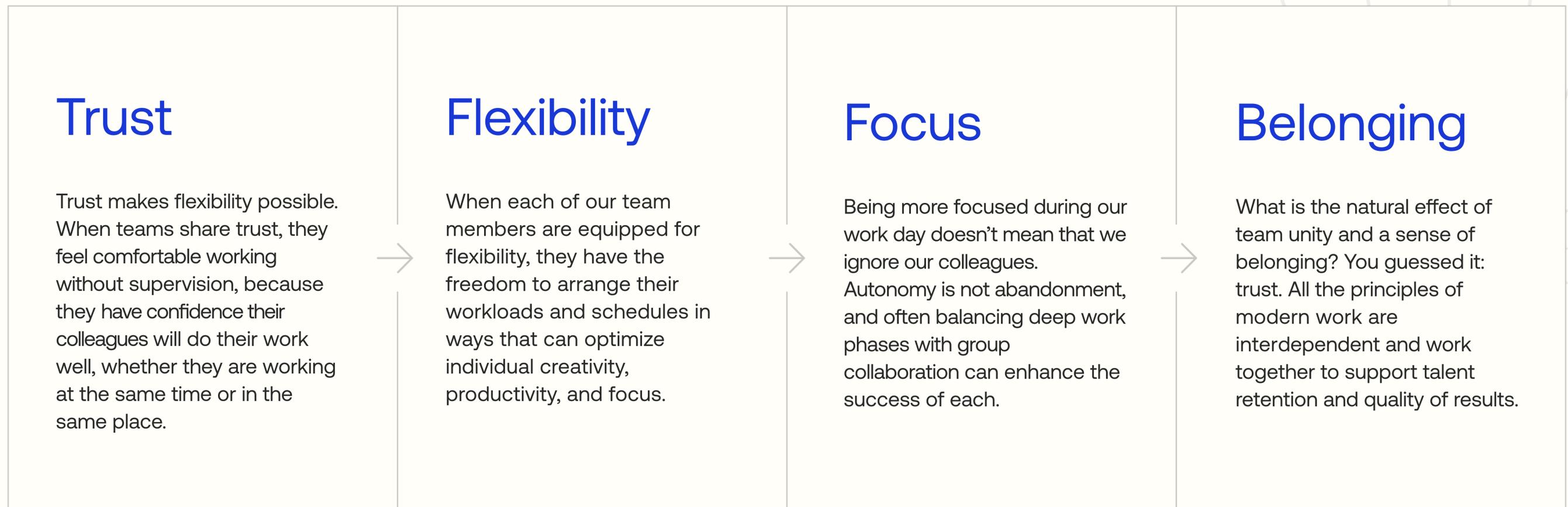
Call to action: define your virtual culture

We often associate perks like ping pong tables and cereal bars as “great culture,” but that is a critical error. True organizational culture is defined by the unique experience that employees, clients, and vendors will have when interacting with your organization, inside or outside of your office. As a team, define and record the values, priorities, language, customs, and benefits that set your group apart.





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