Leading Meetings in the Digital Age

the digital workplace

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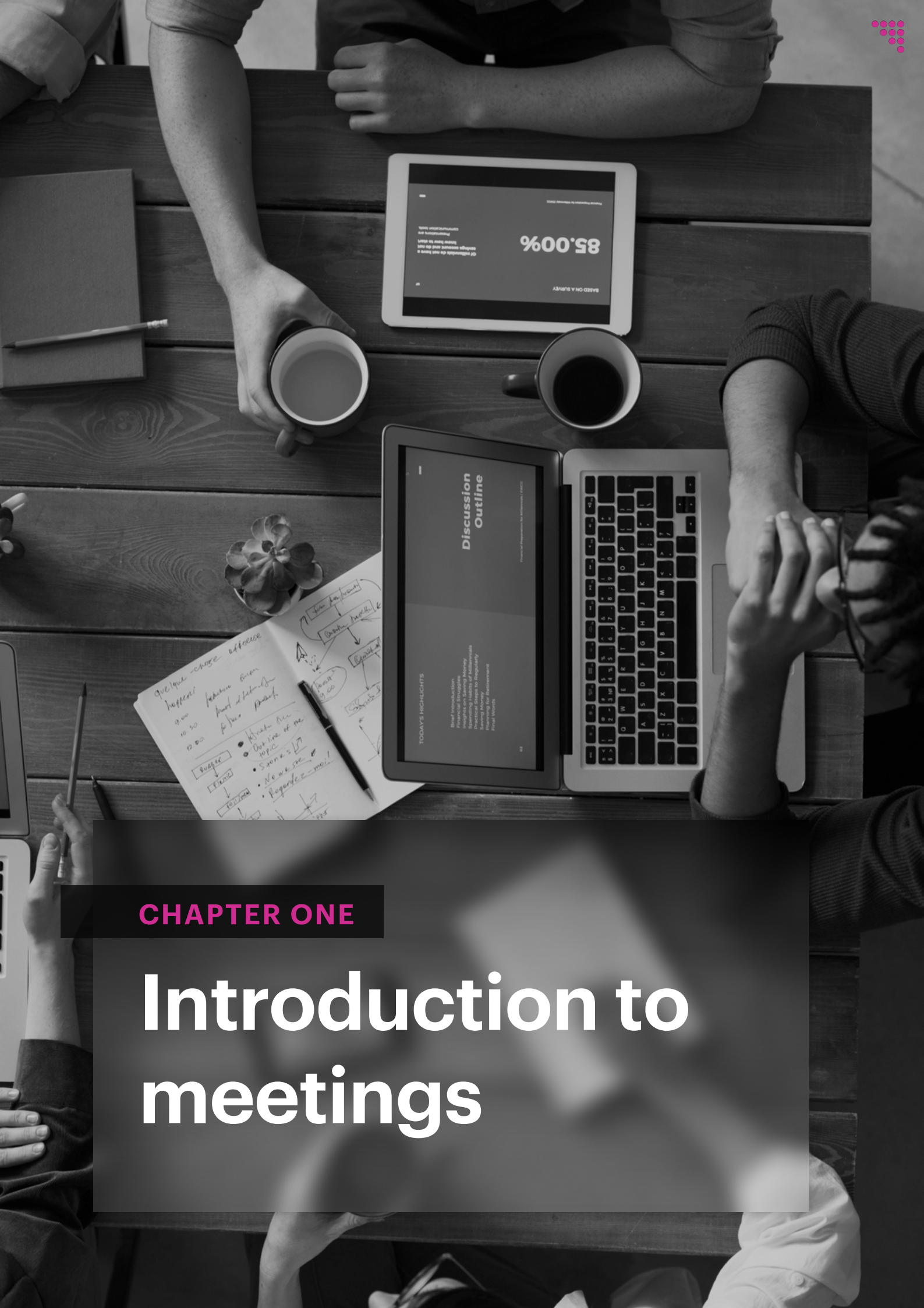


CHAPTER ONE

Introduction to meetings

Meetings are the fall guy for the failures of the office. Whether the meeting is in-person or digital, we love to complain.

Meetings are boring. They suck the energy out of you. They overwhelm your calendar like a weed. They prevent you from getting into focus mode. They steal your attention from other tasks. They're expensive.

But we keep coming back for more. No matter how bad they get, we'll keep scheduling them.

A world without meetings feels like a world without collaboration.

Does digital make a bad thing worse?

Nick Smarrelli, CEO of GadellNet says, "Bad meetings, live, can be covered up easier than bad meetings digitally. By being unprepared to lead a digital meeting, your participants will opt for the other distractions available to them."

When all meetings shifted to digital platforms in March of 2020, there was no rejoicing. Digital meetings revealed how bad we were at meetings.

An in-person meeting with no agenda and poor leadership can still be salvaged. A digital meeting is like a train wreck, without all the excitement.

Digital meetings are shorter on average than in-office meetings, but Atlassian revealed that employees spent 400% more time on Zoom in 2020 than in 2019. Microsoft reported an increase of 148% in the usage of Teams meetings over the same time frame. Even if your meetings are shorter and your calendar is stuffed with more of them, what's the point?

A flat screen of squares is about as engaging as a slug dance party. And if you've ever been on the wrong end of a hybrid meeting, you know what it's like to be invisible.

On the bright side

But it's not all bad. When you step back and look at what digital meetings bring to the table, there are some distinct advantages.

With digital meetings, you can:

- Be location independent
- Instantly scale up or down the number of people on the call
- Use closed captioning for non-native speakers
- Screen share or work on a file collaboratively
- Record and transcribe the meeting
- See who speaks more than others
- Create instant breakout groups for smaller discussions
- Add polls and Q&A to enrich the experience

How to get the most out of digital meetings

Digital meetings don't have to be the pixelated equivalent of the most loved-to-hate part of work.

To get the best out of digital meetings, let's back up a bit. In pre-digital times, if you needed to collaborate with someone, you called a meeting.

Meetings were the preferred way to:

- Give group updates
- Get unstuck
- Make a decision
- Bring clarity
- Build alignment
- Connect with team members

In fact, in this era,

But in the digital era, we have a multitude of tools at our disposal, including:

- Email
- Chat
- Discussion Boards
- Channels
- Voice Memos
- Recorded Videos
- Collaboration Software
- Polls and Surveys

Despite all these options, our minds are still programmed to think that if you really want to collaborate, you need to call a meeting.

This misses the best part about digital collaboration.

Digital collaboration is not about having eight options to do the same thing. It's about having the ideal option for eight different scenarios.

Digital meetings are the perfect answer for one specific need. But if we keep trying to use digital meetings to do everything, we'll keep hating them.

So ask yourself this question: How can digital tools make meetings better than they were in the office?

In the next chapter, we'll learn when the ideal time is to use a digital meeting, and when one of those other eight options is a better idea.

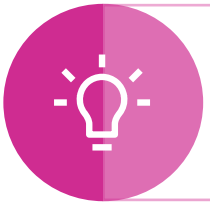
CHAPTER TWO

Why should you hire a meeting?

What are the unique strengths of synchronous digital meetings? What situations make it the perfect option? **Or, in other words:**

Why should you hire a meeting?

Before we get into why to hire a meeting, consider a helpful concept in communication called fidelity.



Fidelity is how many signals a medium has to encode a message.

Fidelity

Low

↓

High

Type	Signals
Text messages	Letters, punctuation, emoji
Recorded audio	Intonation, speed, pauses
Recorded video	Body language, eye contact
Live audio or video	Instant feedback
IRL	Energy of the room

That means you are more likely to get the right message. But high-fidelity mediums are the most intensive and expensive, and you shouldn't rely on them all the time. They are demanding, take time to recover from, don't leave a natural paper trail, and require scheduling.

So while they can be very effective, **you shouldn't overuse them**. And when you do decide to use them, you want to get the most out of them.

Six scenarios where you hire a meeting

Let's look at six scenarios where you typically hire a meeting and determine if a digital meeting is really the best option.

Give updates

Most updates can be given asynchronously and **don't require a live meeting**. Sending a weekly or daily message is far more efficient. You can build a form to fill out, or use an app or widget that collects everyone's responses.

But occasionally, situations get complicated. For example, if you are updating your paid time off policy, but you want to share a story on what prompted the change, text probably doesn't have enough signals to encode the full message.

That doesn't mean you need to jump to scheduling a meeting. An uploaded video might do the trick. But if you want people to respond immediately and play off their feedback, then a live meeting is the best option.

Make decisions

You can make decisions asynchronously through text, chat, and polls without much struggle. But for some very important decisions or ones with a lot of nuance, you want as many signals as possible.

A live call can speed up the decision-making process. Waiting for everyone to respond to a threaded discussion can take a long time. We've all been on one of those back-and-forth email chains that last for days that could have been a ten minute meeting.

Fast decisions aren't always the best ones, but a live meeting helps you get quick input from everyone and cuts the chance of stalling the process.

Build connections

High fidelity communication is superior to build camaraderie and a sense of belonging. Humans thrive on connection, and text messages can't cut it on their own. That's why including time to connect during most regularly scheduled meetings is integral.

It's also why kickoff meetings should almost always be live. It's pretty jarring to have never been on a call with someone, and then they are suddenly chasing you to get tasks done. By having a live initial kickoff meeting, you get the opportunity to meet people quickly and assign some context to who they are and how they work.

Having a weekly game time or unwork time with no meeting agenda is also a great use of a live meeting.

Enable fast thinking

Meetings create space for rapid communication without the latency involved in lower fidelity discussions. Sometimes, this quick back-and-forth can unlock unseen problems and solutions.

Fast thinking isn't always superior to slow thinking, which is what happens when people take time to think, reflect, and respond to a message. But fast thinking is very useful and can help get a team out of a rut.

Include everyone

This one goes both ways. Some people hide in the shadows of online channels and it feels impossible to bring them into the conversation. When you are on a live call, you can specifically address a question to a person and have them respond.

However, some people aren't quick verbal processors. These are the individuals who appreciate the chance to stop and reflect on a topic before responding.

A great leader makes room for everyone to feel like they are being included and heard.

Reset and realign

A live meeting can be a great way to both slow down and speed up a project. If everyone on the team is going in separate directions, the live meeting is a chance to call a timeout and make sure everyone is working towards the same cohesive goal.

On the other hand, a live meeting can be a great way to inject some urgency and remind people about the importance of a project.

Is a meeting the right tool for the job?

A live digital meeting is a very powerful tool that helps your team move forward. But it's not the only tool available. Asynchronous tools like messaging, channel posts, and audio notes can also keep things moving. Plus, they don't require everyone to be on the same link at the same time. Take a look at your calendar. How much of a typical day is dedicated to synchronous meetings? **If the answer is more than half, you are probably overusing them** and could benefit from other options. Level 4 and 5 digital workplaces average only about 20% or less of their time in live meetings.

Are you using meetings for their strengths? Or are you using them anytime you want to collaborate?

In the next section, we'll look at the different types of digital meetings, and how you can plan for each one.

CHAPTER THREE

Types of meetings

So far we've looked at the advantages of digital meetings and identified why you should and should not hire them.

But not all meetings are the same. There are **seven different types of meetings** — each one with a unique and different approach to successfully lead them:

- **Action meeting**
- **The 1:1**
- **Single issue meeting**
- **Kickoff meeting**
- **Governance meeting**
- **Unwork meetings**
- **All-hands meeting**

Leaders in digital workplaces need proficiency and familiarity with all seven types of meeting. In most cases, you probably have a few that you are confident with, and others that you need to practice.

The great thing about meetings is that you have a consistent training schedule. **Every week is another chance to get better at leading meetings**. So without further ado, here are the types of digital meetings, what makes them unique, how to effectively and successfully use them.

1 Alignment meeting

Who

3 to 10 members

How long

45 minutes

What

Team alignment

How often

Weekly

The alignment meeting is a recurring core team meeting. You check in with each other, look at your team scoreboard, make sure everyone is up-to-date, and identify any roadblocks. While many teams are used to a daily standup, Chase Warrington says that if you use asynchronous tools right, you can do a weekly alignment meeting for an hour or less.

Learn more about alignment meetings.

2 The 1:1

The 1:1 meeting is a chance to zoom out with a team member. It's more of a coaching call to see how they are feeling about the team and their career.

Digital leaders need to have some basic coaching skills to do this meeting well. Don't jump into giving advice, telling someone how to solve all their problems or filling in with your own anecdotes.

Learn more about 1:1 meetings.

Who

You and a single employee

How long

30 minutes

What

Career goals and coaching

How often

Every one to two months

3 Single issue meeting

Who

10 people or less

How long

30 minutes

What

Discussing a single topic

How often

As required

Single issue meetings are centered on one topic. They might be a retrospective, a brainstorming meeting, or dealing with a complex topic.

To keep meetings tight, circulate a specific list of questions ahead of time and try to have initial discussions asynchronously to make the most use of time together. Stephen Hoelper has great ideas on how to do digital brainstorming sessions.

4 Kickoff meeting

The kickoff meeting is the first meeting to start a major project. It sets expectations on how work will be done including the scope of the project and team ground rules.

It also creates some initial relational capital. You'll need that when you run into an issue or misunderstanding later on. Jana Axline recommends to do kickoff meetings live if you can.

Learn more about kickoff meetings.

Who

Everyone on the project

How long

30 minutes to a full day

What

Set the stage for a great project

How often

Once

5 Governance meeting

Who
The whole team, or a smaller group

How long
Less than an hour

What
Discuss team agreements

How often
Monthly to quarterly

This is time for the team to talk about the team. It's a chance to review your team agreements, talk about how you work, and bring to light any elephants in the room. It's called a governance meeting because it looks at how the team governs itself.

Let teammates know ahead of time what you are discussing and give time afterwards for people to ponder what was discussed before they give their final consent.

6 Unwork meeting

Unwork meetings are a chance to relax and have fun together as a team. You might play an online game, do a few rounds of check in questions, or catch up on life with each other.

Unwork meetings are one of the best uses of synchronous times. Make sure your team meets at least weekly.

Get ideas for Unwork meetings.

Who
10 or less

How long
30 minutes to an hour

What
Build connection without discussing work

How often
Weekly

7 All-hands meeting

Who

Everyone

How long

30 minutes to an hour

What

Bring the whole company together

How often

Once or twice a month

The all-hands meeting gets everyone together. These take a lot of planning to do well and need to have a clear purpose in mind.

Great use cases are giving extra context for company-wide updates, celebrating milestones or individuals, and building cross-team connections.

Learn more about all-hands meetings

Practice makes perfect

A great digital leader needs to be able to run all seven of these kinds of meetings. You won't be great at all of them right away, but spend a little time trying to improve at each one as you advance.

Take another look at your calendar. How would you categorize your current meetings? Are they all serving a clear purpose, or could they be converted to an asynchronous option?

In the next chapter, we are going to look at the important topic of ground rules for digital meetings and how to set the right expectations.

CHAPTER FOUR

Ground rules for digital meetings

You know that moment at the start of a digital meeting when you enter with your camera on and realize no one else has their camera going?

Or you really wish you could decline a meeting invitation, but you feel obligated to attend all of them?

Or the meeting crosses the allotted time and you need to leave, but you aren't sure how to bow out gracefully?

Setting ground rules about digital meetings **establishes norms that help everyone know how to act in confusing situations.** When you create ground rules for meetings, you're providing clarity that relieves all that pent-up tension.

Digital meetings are new for most of us. Digital etiquette is a gray area that hasn't been established yet. As a result, taking some time to figure out how your team wants to do digital meetings is well worth the investment.

Ground rules for meetings are a great example of a highly durable form of communication. That means you want to keep this information in a safe and easily accessible location. Use them during onboarding and review and update them at governance meetings.

There are two major questions to ask when making ground rules:

1. **Who do the rules apply to?**
2. **What do the rules clarify?**

Who do the rules apply to?

On one end of the spectrum, *you have a mandatory set rules for the entire company*. On the other side, you allow every team to set their own rules.

Both sides have positives and negatives. If teams disband often and you have a lot of cross-team meetings, then a standard set of rules for everyone makes sense.

But if teams stay together for a long time and are largely insulated, letting teams make their own rules is more empowering.

Somewhere in the middle (of autonomy and authority) might prove the best fit for you. This includes establishing a few company-wide recommendations, but also allowing teams to adjust and fill in the gaps as required.

What do the rules clarify?

There's a lot of potential things to put in your team agreement. Don't expect to write a rule to prevent every annoying behavior. The team agreement should clarify expectations for how to respect everyone's time and get the most out of meetings, not induce anxiety.

Your initial list of ground rules may just be a few important things to start. **If ambiguity is creating more tension, then add some clarity for everyone.**

Feel free to use our template to get yourself started.

Potential ground rules

Agenda

Does every meeting request need to have an agenda? Can you decline a meeting without one?

Scheduling

Do you have meeting-free times? How far in advance should a meeting be booked?

Prework

Is prework mandatory to send for single issue meetings? Is it mandatory to complete?

Length

How long is a standard meeting to solve an issue?

Starting time

Does the meeting start exactly on time, or do you give a 5 minute grace period?

Video on or off?

Should video be on by default? Is it ok to turn it off in the middle of the meeting?

Late entry/early exit

What should you do if you are going to be late? Can you leave early if you aren't required?

Chat

Is it ok to use the chat for side conversations during the meeting?

Hybrid

What do people in the office need to do to make sure others don't feel left out?

Tools

Where does the agenda go? Where do action items and decisions go?

Don't let ground rules ruin the experience

You probably feel overwhelmed by all the possible rules that can make up your team agreement, but you've probably experienced the downside of all of these issues.

A good way to start this conversation with your team is to put this question in your discussion forum: **What annoys you the most about digital meetings?** That should help you focus on the topics that you should start with.

CHAPTER FIVE

Preparing for a digital meeting

When you were in the office every day, how much time did your boss spend preparing for a meeting?

Probably not more than 5 minutes.

When everyone is in the office, a live meeting is just a shout away. You get everyone in the same room and can wing it with a very loose idea about why you are meeting in the first place.

In a digital workplace, this lack of preparation is painfully obvious. Meetings need to be scheduled. Pointless meetings are clear from the start when someone asks, “So, what are we talking about?”

You will need to put in more work to prepare for a digital meeting. There’s no way around it. But in reality, we should have been putting in that work even in the office.

The first question to ask is how to optimize everyone’s time. As the leader of the meeting, you are the steward of the time, and you want to make the best of it. That doesn’t just mean how to get through the agenda as quickly as possible. It means making the most of the synchronous time that you have together.

Setting an agenda

Agendas are most important for single issue meetings where invitees need to know what to expect.

David Burkus advises leaders to **use questions as your structure**. Rodney Evans suggests to frame agenda items as answers to the question, "What do you need?"

Writing out an agenda with questions, or "I need" statements has several advantages:

1. **It forces you to think ahead about what you need from the meeting.** You are much more clear in what you want from the meeting.
2. **You notice where the meeting is going to help the most.** For example, getting Tara and Angelo to submit their budgets isn't the best use of the meeting. But live feedback might be a great use of the time.
3. **Everyone is clear about what will happen.** Team members walk into the meeting knowing exactly how to prepare and what will happen.
4. **You know when the meeting is over.** Once the questions are answered, or I have what I need, the meeting is done. No need to ramble on.

Focus on pre-work

After your agenda is in place, think about any pre-work you can send ahead of time.

Are there any documents, movies, or spreadsheets you can send along with the meeting invite so that people can come prepared? In our example, sending a link to the designs, or some possible locations for offsites is a good way for people to come prepared.

Pre-work is a great idea, but lower your expectations that everyone is going to do it. You might want to work in a five-minute time slot at the start of the meeting for people to quietly review what you sent.

Make an attendee list

Not everyone needs to be at every meeting. Your agenda will guide you on who should be there. As you review the agenda, have two categories of people you are thinking of.

1. People who will need to participate in the discussion
2. People who need to be aware of the discussion

Those in the second group can be made optional attendees, and can get the notes afterwards.

Schedule the meeting

Follow your ground rules about when to schedule a meeting and for how long.

Scheduling longer meeting blocks is nice because you are less likely to go over, and you might end early and give people their time back. However, it can also create stress looking at a full day of meetings. Meetings follow Parkinson's Law and expand to the time they are allotted.

If the meeting must be more than an hour, plan in some break times to allow people to regroup.

Jumping immediately from one meeting to another isn't ideal. So when you're scheduling, consider starting and ending the meeting off the hour. Meeting from 10:15 to 10:45 makes it more likely that people will come on time and have some margin after the meeting is done before an 11 o'clock commitment.

Plan the visual aspects of a digital meeting

Nancy Duarte pointed out this new aspect of meeting in the digital world. **You need to plan for what people will see visually** during the meeting.

- Will you be sharing your screen the whole time?
- Are you sending links for people to look at?
- Are you using a digital whiteboard?

If there are no visual requirements, Steven Rogelberg suggests having a walking meeting. Trying to maintain pseudo-eye contact with a bunch of squares is draining and not always helpful.

If this is a hybrid meeting with some people together and some on video, think through the visual experience of both groups. Is there a chance that online participants won't be able to see what everyone else can? Do you need to change or upgrade the room?

Make the most of your synchronous time

Meetings didn't require a lot of planning when everyone was in the office. You could tell everyone to be in the conference room in five minutes. But in most cases, such a meeting arrangement also made leaders lazy in the approach to meetings. Synchronous time was cheap and plentiful.

In a digital workplace, **synchronous time is rare and expensive**. Therefore, you want to get the most out of it. Preparing for your meeting means that the meeting is much more likely to achieve its purpose, and that you won't waste time doing it. It takes more work, but the results will speak for themselves.

CHAPTER SIX

Facilitating a digital meeting

Think of the last digital meeting you sat through.

- How would you describe how it was facilitated?
- Was it rigid or a free-for-all?
- Was it overrun by the loudest speaker?
- Did the facilitator seem desperate for any kind of interaction?
- And most importantly, did the meeting accomplish its purpose?

All the preparation you've done for your digital meeting is great. But the whole thing can still fall apart if you don't facilitate it well.

Lara Hogan says there's a big difference between facilitating a meeting, and being responsible for the outcomes. Most managers aren't trained on facilitation. It takes time and practice. But thankfully, you probably have plenty of opportunities to get a little better each time if you're focusing on how to improve.

Here are some things you can try out.

Before the meeting

To streamline the meeting, start beforehand with a few simple steps:

- Load up any spreadsheets, slide decks, designs, digital whiteboards, or collaborative documents
- Have any screens or links ready to share
- Load your project management tool to quickly assign tasks as needed
- Log in three to five minutes early to orient your screen and greet people who show up early

Starting the meeting

Honor your ground rules about when exactly to start. Don't forget to start any recordings if you plan to record the meeting

Start with a check in question. The benefits of a five-minute check-in round are numerous. It helps people get to know each other, establishes equal talk time, and gives a buffer in case some people can't be there on time.

Then, give a quick, birds eye view of what you are covering. If your agenda is made up of questions or needs, make what you hope to accomplish clear.

Creating an inclusive environment

One of the hardest parts of facilitating a digital meeting is making sure everyone has an equal chance to share. Your goal is not to get through the agenda, but make the most of the time.

Here are a few ways to have an inclusive meeting:

- Make sure everyone speaks within the first 10 minutes
- Direct questions to specific team members who haven't spoken yet. Instead of saying, "Does anyone else have an idea?", say "Dinesh, do you have anything you want to add here?"
- Don't make final decisions in the meetings. Give everyone a chance to give final consent after they've had time to think.
- Be aware of whether the loudest or highest-paid person is dominating the meeting, realizing that **it might be you**. Consider using a tool that shows in real time who is speaking more than others.
- Watch out for microagressions and gendered or racialized language

Facilitating a hybrid meeting

Hybrid meetings take a lot of extra work. Assuming you are in the room, be aware of those who have called in. Direct questions to them specifically, and don't forget about what they are looking at.

Facilitate hybrid meetings from outside the office on occasion to keep a pulse on what it feels like. Or better yet, ask one of the remote participants to facilitate on a rotation.

The importance of time management

Time management is an essential skill for facilitating a digital meeting. Keep orienting back towards answering the question on the agenda. Groups can get just as distracted as individuals. If the discussion strays to a different topic, decide if you need to add that topic as a separate agenda item, abandon it, or address it later.

Keep a moderately quick pace. As soon as a question or need is answered from the agenda, move to the next one. Immediately add tasks to your project management tool, or document decisions.

If you're going to go over the scheduled time, assume that everyone has somewhere else to be and commit to stopping. Ask for consent from everyone to continue if you want to keep the momentum going.

Ending a meeting

Once you are finished with your agenda, end the meeting by making sure that you documented any decisions in a durable location and assigned any tasks.

Someone who didn't attend the meeting should be able to quickly figure out what happened without having to watch the entire recording. Rather than recording the whole meeting, consider turning on a recording at the end where someone can summarize what happened.

Becoming a great facilitator of digital meetings doesn't happen overnight. **Practice is essential.** And trying to do all this at once will be overwhelming and disorienting for you and the team. For now, just find one way to be a little better than you were by focusing on one particular aspect at a time.

CHAPTER SEVEN

Level up your digital meeting tools

The transition to a high-level digital workplace involved both cultural changes and technology. Here are some tips for how to better use technology for meetings.

Leveling up your video

You know how when you dress up for an important event or meeting, you feel better and that can impact your mindset? **The same is true for video.** If you know your feed is grainy, you won't feel at ease.

Three things will make you more confident. Consider these aspects when you're resolving or improving your video feed:

1. Start with upgrading your webcam. You can get a decent 1080p webcam for less than $100 that will immediately improve the quality of your meetings.
2. While you are improving your webcam, you may as well check your lighting as well. A nice ring light or a lamp nearby can do wonders for the video quality.
3. Finally, take some time to design your background as best you can. Think about some art, plants, or a bookshelf. If virtual backgrounds are your style, have a folder where you keep your favorites for quick reference.

Audio considerations

Most built-in microphones are sufficient for meetings. Watch out for headsets that are kept too close to the mouth and give a lot of crackle or distortion.

Meeting rooms

If you are outfitting an office meeting room, hiring a professional company to come and give your room a full upgrade is a smart investment.

But if your budget is tight, or you don't own the space, consider the Meeting Owl from Owllabs (recommended by Danielle McDowell). You can also try similar products that give a 360-degree view and premium audio.

Also, plan to have a few large, interactive monitors or whiteboards around so that everyone can have the feeling of grabbing that dry erase marker.

Software to level up your digital meetings

Most teams use only Google Meet, Microsoft Teams, or Zoom. These cover a lot of the basics, but a lot of additional tools should give you more versatility and quality.

Calendars and scheduling

For calendars and scheduling, try these options for some advanced scheduling options.

- Calendly
- Vimcal
- Undock

Notes and agendas

If you struggle to capture notes and create agendas and want to take your meeting organization to the next level, try.

- Docket
- Fellow

Upgraded video platforms

If you are looking to go beyond the usuals, try these.

- Around.co
- Butter
- Gatheround
- Toasty.ai
- Whereby

Digital whiteboards

Collaborative digital whiteboards have nearly reached mainstream now, and you should have a favorite already.

- Mural
- Miro
- Bluescape
- Figma

- Klaxoon
- Sli.do
- Mentimeter
- Poll Everywhere

Engagement

There's also a lot of tools that have some extra engagement options like polls and quizzes.

Transcriptions

If you record your meetings, you probably want them transcribed. Otter.ai does a great job of automated transcriptions. You can also use a service like CLIPr to use AI to highlight key moments of the meeting so no one has to watch the whole meeting, but they still get that three-dimensional feel for what happened.

VR solutions

Lastly, it's not early to start experimenting with having your meetings in VR spaces. VR might underwhelm you as of today, but it's definitely where the future is headed. Graphics and functionality will continue to increase, and you'll be on the front edge of the curve if you try things out now.

The last word on digital meetings

Leveling up your digital meetings is a big task. There's a lot of bad habits we picked up from the office that fail miserably in digital spaces. But digital meetings are a great chance to practice the same principles that you'll use to improve other areas of your work.

Move up from just finding a replacement to what happened in the office, to appreciating the advantages of digital, to rebuilding your approach to meetings, to running experiments for new ways to think about meetings.

Keep following along with us for more ways to rebuild work for the digital age.

Recommended resources

Leading from Anywhere by David Burkus

Brave New Work Podcast from The Ready

The Surprising Science of Meetings by Steven Rogelberg

Resilient Management by Lara Hogan

Presenting Virtually by Patti Sanchez

GitLab's Live Doc Meetings

New Ways of Working from Mark Eddleston

The Coaching Habit by Michael Bungay Stainer

Magical Meetings by Douglas Ferguson and John Fitch

Neil Miller is the host of The Digital Workplace. He has talked with over 200 of the best thinkers and leaders in the world about how to rebuild work for the digital age by redefining productivity, collaboration, leadership, technology, and culture.

Find your digital workplace score here.

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