

# Great Meetings, Great Cultures

18 senior leaders talk about culture,  
trust, and the role of meetings

# Foreword

**Culture is the glue that holds teams together**, guiding their interactions and shaping key behaviors within the company and towards customers.

The many challenges of today's business world—from market uncertainties and emerging technologies to the **shift to hybrid working**—make building and maintaining a **healthy organizational culture** more crucial than ever.

At Slido, we've always been very intentional about our own culture and core values. This is why we view it as a privilege when our customers share with us that our platform is helping to shape their cultures too.

This commitment has also led us to invest into the following research, firmly believing that leaders who care about fostering a **healthy workplace environment** in their organizations make a lasting difference. In this report, we explore what **senior leaders** believe constitutes a **positive workplace culture** and the key behavior patterns they prioritize to achieve it.

Whether you're a team leader or responsible for guiding other leaders, I wish you all the best on your journey toward creating a more positive and productive culture. This path is challenging, but the **rewards for taking it are immeasurable**.

**Pali Dudrik**

General Manager

**slido**

# Methodology

This report is based on a qualitative research study conducted by Slido in April 2023, through an external agency BVA BDRC.

18 senior leaders from the United States participated in the study. They are all full-time employees of enterprise organizations (with 1,000+ employees) who have at least two reporting layers (functioning as leaders of leaders) and a total of 10 or more people reporting to them. These leaders regularly organize meetings, either personally or through an assistant, with a minimum of 8 participants. All participants prioritize or support culture-building and trust-building in their workplace.

The quotes used throughout the report are anonymized expressions from the 18 leaders, spoken during the data collection activities.

## **Key methods of data collection**

- Two-day diary study
- 90-minute focus groups

## **Other data sources**

- Slido's regular Brand Tracker surveys (5,000+ participants)
- Slido's Online Meeting Revolution trend report 2021
- Desk research (third-party sources)

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# Trust is **key** to high-performing teams

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In both our personal and professional lives, trust is the key to building and maintaining meaningful relationships. In the workplace, the level of trust we share with our employees or co-workers is the greatest determinant of success. Without trust, a team is simply a group of people who work together. On the other hand, high-trust teams are a coherent unit of individuals who feel safe, respected, and motivated to work toward a common goal.

However, building trust and fostering healthy culture in the digital, global nature of our current world has become more challenging than ever. A World Health Organization (WHO) [report](#) revealed a concerning erosion of trust in our society, resulting in rising rates of loneliness, anxiety, and depression. This is palpable in the workplace too due to growing **economic instability** and a transition to **remote and hybrid work**.<sup>1</sup>

**Hybrid work** is changing how we think about building and maintaining trust both within a team, as well as on an organizational level. As [recent research](#) shows, more than **1 in 4 workers** do not feel trusted in the workplace.<sup>2</sup>



While trust-building moments occur naturally in the office, a hybrid or remote setup provides fewer opportunities for spontaneous interactions and building personal connections

This shift has compelled many leaders to step out of their comfort zones and reevaluate their **leadership and communication styles**.

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<sup>1</sup> World Health Organization | Widening inequities, declining trust [<https://www.who.int>]

<sup>2</sup> Slack | Trust is a key driver of workplace productivity [<https://slack.com>]

Sharing more personal aspects of their lives, whether it's a child popping up during a meeting or a cat unexpectedly joining a video call, once seen perhaps as weakness, is now a welcome sight. In today's world, senior managers can no longer be the distant, untouchable figures commanding their teams and organizations from the top. As various surveys on platforms like Glassdoor indicate, **employees expect today's leaders to be accessible, approachable, and even vulnerable.**

Employees who trust their leaders tend to be more creative, productive, and loyal and it's the authentic, genuine and human leaders who inspire their team's trust. Recognizing the **connection between trust and employee satisfaction** is crucial for leaders to reap the benefits and contribute to building a healthier organizational culture.

## Zooming in on high-trust culture

In our recent study, we asked senior leaders from enterprise organizations how they go about building and maintaining a healthy workplace culture in this day and age. When we asked about the key ingredients of great culture, these are the key aspects they identified.



When talking about trust, our respondents used words like “cornerstone” “bedrock,” “critical,” “foundational,” “paramount,” “essential,” and “non-negotiable” for building and maintaining a healthy culture.

“Trust means everything. If you can't trust the people you work with, you will never challenge or question anything. **Lack of trust equals fear**, and if people have fear in an organization, things can never change for the better.”

“If trust is not there you cannot have **a positive culture.**”

“A culture of trust leads to **innovation, collaboration, and inclusion.**”

Trust, however, isn't just a soft metric. The level of trust that exists in an organization directly correlates with performance, productivity and employee retention.

**High-trust companies are...**

**50%**  
more productive

**76%**  
more engaged

**106%**  
more energized

...than people working at low-trust companies.<sup>3</sup>

<sup>3</sup> Harvard Business Review | The Neuroscience of Trust [<https://hbr.org>]

Building trust is no longer a question of choice for today's leaders as it has become a driving force behind the success of any business. When leaders cultivate an environment where people **trust** each other and **are trusted**, they are working toward improving both soft and hard metrics in organizations.

We call this environment a **high-trust culture**.

**A high-trust culture** is one in which leaders consistently demonstrate and encourage trust through their behavior and act as role models to their co-workers. Information is shared transparently throughout their teams, and employees feel the psychological safety to ask questions, give feedback and openly share their thoughts and ideas.

When teams and organizations live a high-trust culture, they demonstrate mutual respect in communication and commitment to their shared values.

The opposite of a high-trust culture is an environment of fear, cynicism and uncertainty. Employees feel less motivated, teams are less productive, and organizational performance suffers as a result.



**Trust is the cornerstone** of a healthy workplace culture. Employees working in high-trust companies are more engaged, productive, and experience greater psychological safety. The shift to hybrid and remote work has made trust-building more challenging for leaders, but the rewards for these efforts are invaluable.

GREAT MEETINGS | GREAT CULTURES

# The transmitters of culture

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Among the tools leaders can use to build and maintain a positive work environment, the participants in our study identified two primary **transmitters of organizational culture**.

## 1. Communication

**Open, two-way communication** between leaders and employees during and outside of meetings is a foundational element of trust-building, particularly in remote or hybrid settings. A continuous flow of communication is essential to maintain transparency and openness in both business operations and the human aspects of the employee-leader relationship.

**"In a remote or hybrid environment, you have to communicate differently in order to build and maintain trust."**

**"Leaders need to make an extra effort to ensure communication continues to flow, even when team members are physically separated."**

## 2. Meetings

**Meetings**, including all-hands, one-on-ones, and town halls, are **one of the few opportunities that teams have to interact and collaborate** in a group setting when working in a hybrid or remote setup. When meetings work, companies do too.

The quality of the meeting culture therefore defines an organization's culture and indicates whether trust exists among leaders and employees.

**"Meetings are the essential mechanism by which a company can build trust. Without trust in the places we meet, everything else falls apart."**

These two 'transmitters' of high-trust culture are closely intertwined as **meetings serve as one of the most essential tools for open communication.**

A **well-run meeting** is a powerful enabler of meaningful interactions between leaders and employees. At the same time, the quality of meetings rests on how open and transparent the communication within the company is.

This chicken-and-egg dilemma begs the question:

### **Who is responsible for building a high-trust culture?**

The respondents in our study were almost unanimous in their belief that leaders, particularly senior leaders, **play a central role in defining and driving a culture of trust.**

It is primarily their responsibility to utilize the two transmitters - meetings and communication - effectively to shape and mediate a high-trust culture.

By promoting open communication, setting clear expectations, and providing the right tools, the most senior leaders empower managers at all levels to nurture a transparent and trustworthy culture that **inspires positive change throughout the organization**.

"Leaders set the tone, and then **manage by that tone**. And when we don't manage by that tone, it sets a very bad path for others in the organization".

"You can't define culture if you're not going to be the culture. We have to **walk the walk** as leaders. If we don't exemplify the behaviors that we want to set for the organization, then why even set it?"

Our participants also agreed that while leaders play a **central** role, it is **both leaders and employees who actively influence the organization's culture**.

In other words, building a high-trust culture is a **shared responsibility**. It can only flourish when the entire team is committed to embodying the organization's cultural ideals.

“The tone is set from the top, but **defined by all**, and sustained by middle managers.”

“Great cultures only come alive when the entire team is bought into **strengthening and living the DNA** of what culture means.”

**Meetings provide avenues for transparent communication**, essential for building trust within teams and across the whole company. If meetings are run well, they are the platforms for both leaders and employees to make culture come alive.



**Open communication and great meetings are the main transmitters** of high-trust culture. While leaders shoulder the primary responsibility for defining and driving the workplace environment, it is also their inherent role to empower people as active participants in building a high-trust culture, with **meetings being an essential platform** for doing so.

# Great Meeting Culture breeds high-trust culture

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So far, we've talked about the necessity for leaders to be intentional about building high-trust cultures if they want to perform better across various metrics and retain their employees.

But trust doesn't just materialize overnight; it requires deliberate effort. So, where should one begin?

We've already identified meetings and open communication as the two primary transmitters of culture. Whether it's a team stand-up or a large company-wide event, every meeting is a unique opportunity to foster connection and build trust, no matter where your employees are.

The participants in our study have all agreed that **it is at meetings that culture shows**, for better or worse. Meetings pose an opportunity to benefit culture, but they can also be detrimental if not done correctly.

"It's incredibly important for leaders to **bring the culture you want to your group, and to your meetings, and to all your interactions.**"

Given the powerful role of meetings in institutional culture-building, cultivating a **Great Meeting Culture** throughout the organization is key for leaders to build a culture of trust, and consequently, stronger organizational culture.

**A Great Meeting Culture** is a set of rituals, practices, and behaviors that promote effective communication, active participation, and meaningful collaboration to build trust across the organization.

A high-trust culture is intricately linked to a Great Meeting Culture. When organizations understand the importance of meeting culture, they use meetings as opportunities to include everyone, create a collaborative environment, and build trust.

A Great Meeting Culture extends beyond having a meeting agenda or simply managing meetings efficiently. It embodies a mindset shift in organizational communication, transforming it from a one-directional, top-down flow of information into a two-way conversation where everyone has a voice.

## Building a Great Meeting Culture

What distinguishes a great meeting from a poor one? Is a well-organized and managed meeting enough to consider it good?

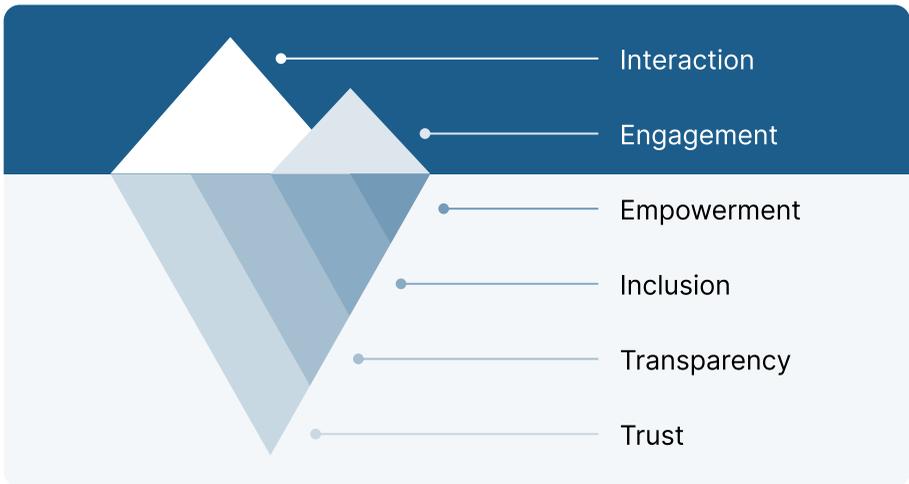
When we asked the senior leaders in our study to identify **the qualities of a Great Meeting Culture**, they highlighted the following attributes:

- ▶ Empowering team members to comfortably share their ideas and opinions.
- ▶ Setting clear expectations with measurable, actionable goals and outcomes.
- ▶ Respect for employees' time, including the option to cancel if needed.
- ▶ Incorporating icebreakers and engaging activities.
- ▶ Communicating outcomes after the meeting.
- ▶ Ensuring an equal meeting experience for all, building opportunities for open communication, transparency, and inclusivity.

Lots of these attributes revolve around engagement, inclusion, openness, and productive collaboration qualities that still tend to be quite deficient in today's meetings.

Our own data show that in the US, 55% of in-office meetings were considered unengaging by meeting participants, while in the online environment, 47% of meetings were considered unengaging. What's more, 42% of respondents have left a meeting without saying what was on their mind.<sup>4</sup>

Increasing interaction and **meaningful engagement** during meetings has a positive side effect that may not be immediately evident. As leaders empower their people to be a part of the conversation, it creates a ripple effect that fosters transparency within the organization, ultimately leading to higher levels of trust.



Without proactively building opportunities to interact and engage with their teams, it's impossible for leaders to get deeper and build that trust. Much like an iceberg, the overall impact runs deep beneath the surface, with increased levels of transparency and trust as welcome side effects.

<sup>4</sup> Slido | Online Meeting Revolution trend report 2021 [<https://slido.com>]



**Cultivating a Great Meeting Culture** is key to fostering a high-trust environment. Meetings are a reflection of a company's culture. Intentional interaction and engagement built at meetings present opportunities for making positive changes on the organizational and team levels, leading to higher trust and increased transparency.

# 7 key behaviors to maintain a high-trust culture

Ready to explore ways how you can nurture a high-trust environment in your workplace? Our study participants (senior leaders in enterprise organizations) have emphasized seven key leadership behaviors for building and maintaining a high-trust culture.

They have also delved into the role of technology in the hybrid work landscape and how it can promote meeting equity and create a level playing field for all involved parties.



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# 1. Humanize the conversation

Chatting about our non-work lives during working hours is no longer taboo. You can build this 'social moment' into your meetings by starting with a **quick icebreaker**. Those five minutes spent talking about employees' lives, pets or weekends is a great chance to **build rapport**.

We also recommend organizing chances for employees to gather together, have fun and learn something new from one another, such as lightning talks or couch talks. This will help to put the focus back on the individual and **show that you care**.

"In a virtual world we can get overly transactional. You have to humanize the conversation again. **Humanizing the work is critical**. It's about the individual, as opposed to transactional."

## How to put this into action?

'Culture moments' within meetings can be powerful bridges that help us connect with colleagues better. It's hard to define culture when you're not in the same room. In a hybrid setup, culture is the total of our experiences at work.

To create a shared culture moment with your colleagues, you need to dig deep into your values. Questions like "Who is the person that embodies ..... value for you" or "What went well for you at work last week" will give both you and your team a chance to reflect on your workplace culture and experience.

💡 **Tip: Design a conversation around your topic of discussion**

Any meeting can have a humanizing component with some planning. For instance, if you're brainstorming ways to come up with an easier workflow, **bring a personal component to the meeting**. Encourage people to think about the last time they cracked a problem or made something easy at work or home. It can spark out-of-the-box ideas and bring a socializing element to the meeting.

**Poll questions ideas**

- If you could go anywhere in the world, where would it be?
- Who embodies ..... value for you at work?
- What went well for you last week?
- When was the last time you solved a problem and how did you do it?
- What's the one thing that would make ..... easier?

The image shows a screenshot of a Slido poll titled "What went well for you last week?". The poll is displayed on a green background with the Slido logo and "Join at slido.com #Meeting" on the left. The poll results are shown as a word cloud with various responses in different colored boxes. The most prominent response is "Holiday" with a laughing face emoji. Other responses include "All-hands", "Finished the project", "My presentation", "Interview", "New projects", "Good office chats", "New deal", "Our event", "Team lunch", "Report", "My first day on the job", and "New team".

**Learn more:** [35 Icebreakers Perfect for Virtual and Hybrid Meetings](#)

## 2. Be an accessible and approachable leader

From open-door policies to open office hours, the leaders we talked to employ several practices that enable **transparent communication** and feedback within their teams and organizations. One of them referred to their open-door policy as a way to demonstrate to employees that they are important to them. Though this is harder to do in larger teams - especially when they're distributed - some leaders consider it essential.

"I believe that **being open makes a big difference**. People want to work for leaders who are living the integrity that they purport to be or share."

### How to put this into action?

Whether it is regular one-to-one calls or open office hours, having **consistent touchpoints** with your team members can be a game changer. This is especially true in a hybrid or remote setup, where such interactions can help you gain a better perspective of how your team is feeling overall.

But, how do you demonstrate your commitment to being open, accessible and inclusive, especially within a bigger team? By **embracing conversations at scale**. This is where the right technology can transform your communications, especially with employees working across multiple countries and time zones, and is key to inclusion.

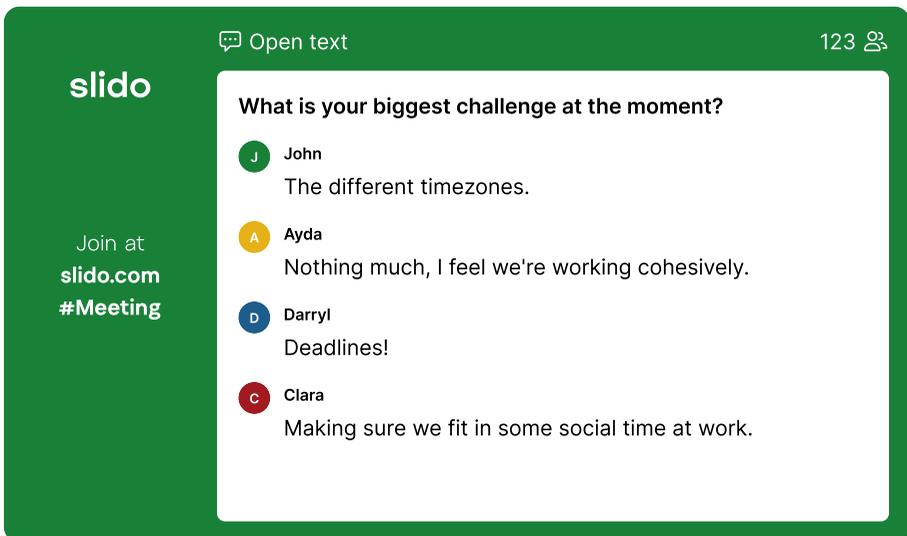
## 💡 Tip: Embrace async tech tools to foster inclusivity

If you want to have an open and honest conversation with staff working all across the globe, **embrace technology** that allows them to have their say. With the right tools, you can interact with hundreds, even thousands of employees at scale.

With **asynchronous tools**, employees can be part of the conversation no matter their time zone. An anonymous survey or poll can stay active for an unlimited time, which means a remote worker can give their input in an async manner and still be just as included as somebody in the office.

### Poll questions ideas

- What is your biggest challenge at the moment?
- How can I support you best at work - please share your ideas here
- What can we do as a team to work better together?



The screenshot shows a Slido poll interface with a green background. At the top left, the Slido logo is visible. In the top right corner, there is a chat icon with the text "Open text" and a user count of "123". On the left side, there is a join link: "Join at slido.com #Meeting". The main content area displays a poll question: "What is your biggest challenge at the moment?". Below the question, there are four responses, each with a colored circular icon containing a letter and the user's name:

- J** John: The different timezones.
- A** Ayda: Nothing much, I feel we're working cohesively.
- D** Darryl: Deadlines!
- C** Clara: Making sure we fit in some social time at work.

Learn more: [Asynchronous Work is the Future - Here's Why](#)

### 3. Bring more transparency into communications

The leaders identified **transparency** as one of the most important ingredients of a healthy workplace culture. A good team culture is propped up by leaders openly communicating expectations and even hard truths.

Market challenges, induced by downward trends, or organizational changes can shake even the strongest of cultures. In tough times, employees look to leaders to provide guidance, direction, and open communication about things that affect them.

“Being transparent about values and expectations, and personally exemplifying those values and expectations, supports a healthy culture.”

#### How to put this into action?

One of the most important things you can do as a leader is to facilitate the free flow of information within your organization. Engaging with employees through **regular check-ins** like Monday morning updates, **Q&As** and **AMA** (Ask Me Anything) sessions can help address and fill any information gap within your strategy and processes.

Apart from smoothing out the day-to-day operations, this will also help manage any sudden changes in the team's or company's operations.

**💡 Tip: Share information freely and openly whenever possible**

Whether you are going through a team restructuring or a change in daily operations, **clarity and alignment** are essential key for teams to function well. Running a **Q&A session** is essential to have the open and honest conversations that employees will want - and expect - during these times. There, they can share their burning questions, which will allow you as a leader to answer them and show yourself as a real, relatable human being.

Even if you don't have all the answers right away and follow up with some written responses later, it is important to hold space for dialogue and listen to your colleagues. It's good to open the Q&A some days prior to the meeting so that employees have time to think their questions through. Make sure to dedicate a proper portion of your meeting to their questions, too, so that things don't feel rushed or glossed over.

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#Meeting

Q&A 123

Helen 32

What are our goals for the next quarter?

Steve 32

Can we go over the OKR summary?

Emily 32

What's the status of the new organizational structure?

Latest question

Steve 32

Can you share the results from the hybrid work initiative?

**Learn more:** [Why Companies Like TomTom Use Slido Q&A](#)

## 4. Lead by example

Leaders play a central role in defining and driving culture. Our respondents agreed that setting an example for others is the only way culture can be enforced. In simple terms, “showing up in the way that you want others to show up” as one of the leaders puts it. In practice, it means “not asking the team to work from the office while the leader works from home.”

**“It's super important to, as a leader, lead from the front. You are charged with influencing that work environment, whether you realize it or not...”**

**Are you influencing that positive work environment? Or are you someone that's bringing it down?”**

### How to put this into action?

Leading by example is often connected with the term ‘authentic leadership’. By showing up as your **authentic self**, you can also inspire others to do the same. From admitting your mistakes to acknowledging knowledge gaps, being honest about ‘what’s not going well’ is one of the paths to leading by example.

By removing the fear of failure from the equation, you can inspire your colleagues to be more involved and innovative at work.

## **Tip: Encourage a growth mindset within your teams**

A growth mindset helps people imagine what's possible. As a leader, it also gives you a chance to demonstrate what's possible. Lunch and learn sessions are a great way to inspire this change.

Be brave and share a story about something that didn't quite work out. Tell your team how you worked through it. You can then invite others to do the same, touching on how they moved through challenges. This will help build a space for people to look at and learn from each other as well as their leaders.

### **Poll questions ideas**

- What is a recent challenge you faced in your role?
- If you could magically fix something at work, what would it be?
- What is your key takeaway from ..... project?
- What's something you're interested in, but too scared to try?

Survey Name 123 

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 **How did you like this meeting?** 1/3

Give your rating



 **What do you think the main priority for next quarter should be?** 2/3

Making sure that the team is aligned on our priorities.

 **How can we help you achieve the most in your role?** 3/3

More learning and development time would be great. |

**Learn more:** [How Talking About Wins and Struggles Helped Our Team Bond](#)

## 5. Increase team morale

Some of the keywords our participants associated with morale are **self-awareness, compassion, and flexibility**. To achieve healthy morale, leaders need to foster an environment that is supportive of employees, recognizing their humanity beyond their capacity as a worker.

**"One of the single most important aspects of keeping people at your company is making sure that the morale is good. Everything you do has to be focused on that.**

**Are you doing things that are ensuring people in your company feel good, feel like they're part of the process, and included in what you're doing?"**

### How to put this into action?

Trust is at the center of team morale, so listen hard to your team on how they're feeling, whether they are in the office or working remotely. Are they feeling happy, or disconnected? Whether they need more time to think and focus or the chance to bounce ideas off one another more often (or both), your team will be happiest when they feel like they're being listened to.

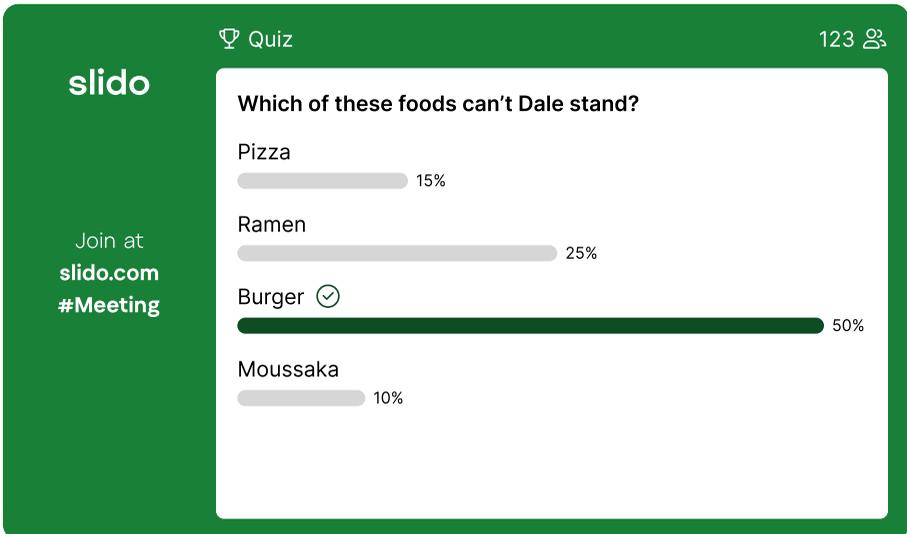
In a hybrid setup, it's important to be intentional about socializing, too - and making sure to include those who aren't in the office, especially when there's a lot of remote working involved.

 **Tip: Encourage team connection**

**Inject some fun** into the working day with a ‘get to know each other’ quiz that will encourage team cohesion and a sense of fun. You can run a quiz like this at the end of a team or earmark a specific **team bonding session**. You can ask your team for facts and childhood photos about themselves in advance of the session, to make it all the more personalized.

**Poll questions ideas**

- Which team member is this as a kid? (image poll)
- How many countries has Sarah lived in?
- Which of these foods can't Dale stand?
- Would you rather have 2-meter-long legs or 2-meter-long arms?



**Learn more:** [The Best 110 Trivia Questions For Team Bonding](#)

## 6. Celebrate milestones and wins

This is possibly one of the most widely known yet easily missed leadership practices. Amid constant changes, competing priorities and a whirlwind of tasks, it's easy to forget about all the good things that are happening in your team. **Acknowledging the wins**, successes and milestones is crucial and has a big impact on team morale.

"I try to always be mindful of how I can influence the culture. It's so easy to run into 'How many issues do we have?' or 'How many things are on our list?' So I'm trying to **make sure to continually interject**, 'Hey, let's not forget about the cool and great things we are doing!'"

### How to put this into action?

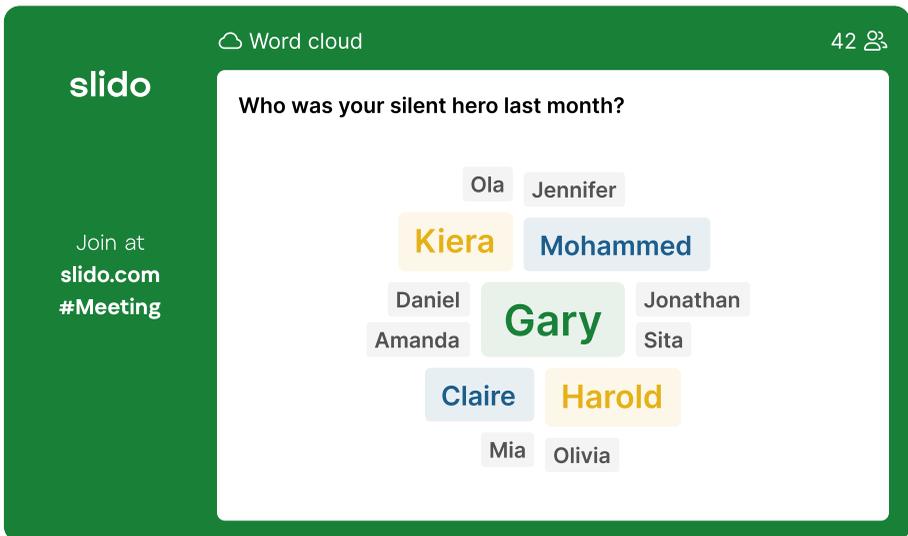
Instead of asking your team, 'What could we do better next time?', try asking them, 'What went really well for us this quarter?' You'll encourage them to feel positive and focus on their strongest qualities. Even better if they can do the same about their colleagues, as they may discover strengths that they didn't know they had.

**💡 Tip: Ask your team to share their success stories**

Get the discussion flowing in small groups by asking your team to **share their wins**. To kick off the conversation, you can begin as a leader by sharing a story of a time when you were nervous about a project, but ultimately overcame the challenge. By **showing your human side**, you'll encourage your team to speak up, when it's their turn. After sharing their stories, review and celebrate them all as part of the wider group.

**Poll questions ideas**

- Who was your silent hero last week?
- What was your personal highlight at work of the month?
- Who would you like to say 'thank you' to and why?
- What do you think we really did well this quarter - and should keep doing in future?



**Learn more:** [52 Word Cloud Examples For Your Meetings and Events](#)

## 7. Enable psychological safety

Leaders stressed the importance of facilitating a safe feedback mechanism for those who fear speaking up. Dual-directional feedback is another method strongly attributed to **psychological safety**, where employees at all levels are encouraged to communicate their needs, expectations, and experiences rather than passively rating the workplace experience.

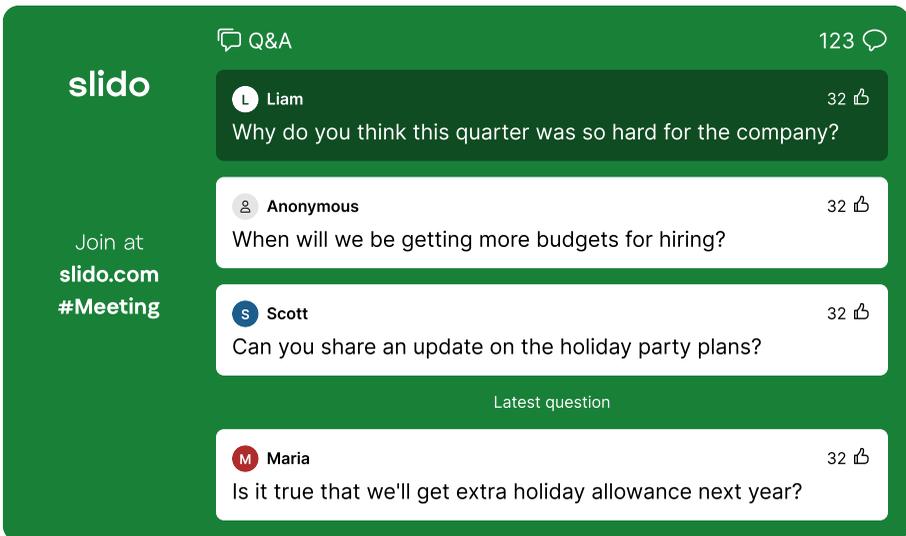
**“An anonymous survey will tell you a lot. In some spaces, in some departments, that fear of retaliation for speaking up was there. And so, I try to **create multiple pathways** to get to the root. And then I start pulling out the roots.”**

### How to put this into action?

Encourage your teams to bring their whole, genuine selves to work and they'll feel accepted and recognized. You can promote this by making **meaningful connections** with your employees and pointing out their strengths and achievements during team meetings. When they feel more accepted and recognized, employees will find it easier to ask questions, seek feedback, and eventually even challenge the status quo.

 **Tip: Enable anonymity so your team feels empowered to speak up**

It might feel scary at first, but by letting your team post **anonymously** in your **surveys** and **Q&As**, they'll feel empowered to truly speak up. And in turn, you'll begin to uncover the issues that are really pressing for the employees of your organization - which means you can start to do something about them. Make sure to enable upvotes within your Q&As so that the most important issues are voted to the top.



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#Meeting

Q&A 123

Liam 32

Why do you think this quarter was so hard for the company?

Anonymous 32

When will we be getting more budgets for hiring?

Scott 32

Can you share an update on the holiday party plans?

Latest question

Maria 32

Is it true that we'll get extra holiday allowance next year?

**Learn more:** [Why Psychological Safety is Essential for Performance in the Workplace](#)



## About Slido

Slido is the **industry-leading audience interaction platform**. It helps users to get the most out of meetings and events by crowdsourcing top questions and engaging participants with live polls and quizzes.

At Slido, we've been on a mission to **transform how meetings are run** since **2012** – from connecting speakers to audiences at major events to facilitating inclusive conversations in all kinds of meetings around the world.

We believe that **great meetings drive great cultures** and we've witnessed it time and time again. By helping companies enable open dialogue, we've seen an increase in **trust and collaboration**, leading to cultures where no one is afraid to speak up, leadership encourages and acts on feedback and everyone contributes and feels heard. That's the change we aim to bring into the world.

Now as a part of Cisco, we're ready to drive inclusion and engagement in the new era of hybrid work and keep the interaction going wherever and however people meet.