

A Peer  
Learning  
Project

An abstract graphic on the right side of the page, featuring several overlapping triangles in shades of orange and red. The triangles are set against a dark, textured background that resembles a night sky or a network of stars.

# Culture and Connection Across Small Globally Distributed Teams in Philanthropic Organizations

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Initiated by Echidna Giving. Executed by edge.

# Overview

This peer learning project initiated by Echidna Giving and executed by edge Performance explored how small globally distributed teams in philanthropic organizations shape and sustain vibrant organizational cultures. The study drew from extensive peer learning conversations with ten peer funding organizations, combined with literature insights.

We examined four areas:

- gatherings and asynchronous collaboration,
- reinforcing organizational culture,
- equitable scheduling across time zones, and
- cross-cultural competency.

Most teams range from 12 to 40 staff, with two organizations having 90 and 150 staff respectively and are distributed with an 8 to 14 hour time zone difference. While teams differ in size, geography, and mission they share patterns and exciting insights that can inform any small global teams navigating similar dynamics.

## **We're deeply grateful to the following peer organizations for their thoughtful contributions:**

- African Collaborative
- Co-Impact
- Echidna Giving
- Firelight Foundation
- Global Education Team - Gates Foundation
- Imaginable Futures
- Myriad USA
- Oak Foundation
- Open Philanthropy
- Segal Family Foundation

# Gatherings & Asynchronous Collaboration

## *Staying connected across distance*

Leaders often wonder, how do we keep our remote teams tethered to one another, not just operationally, but emotionally, strategically, and culturally?

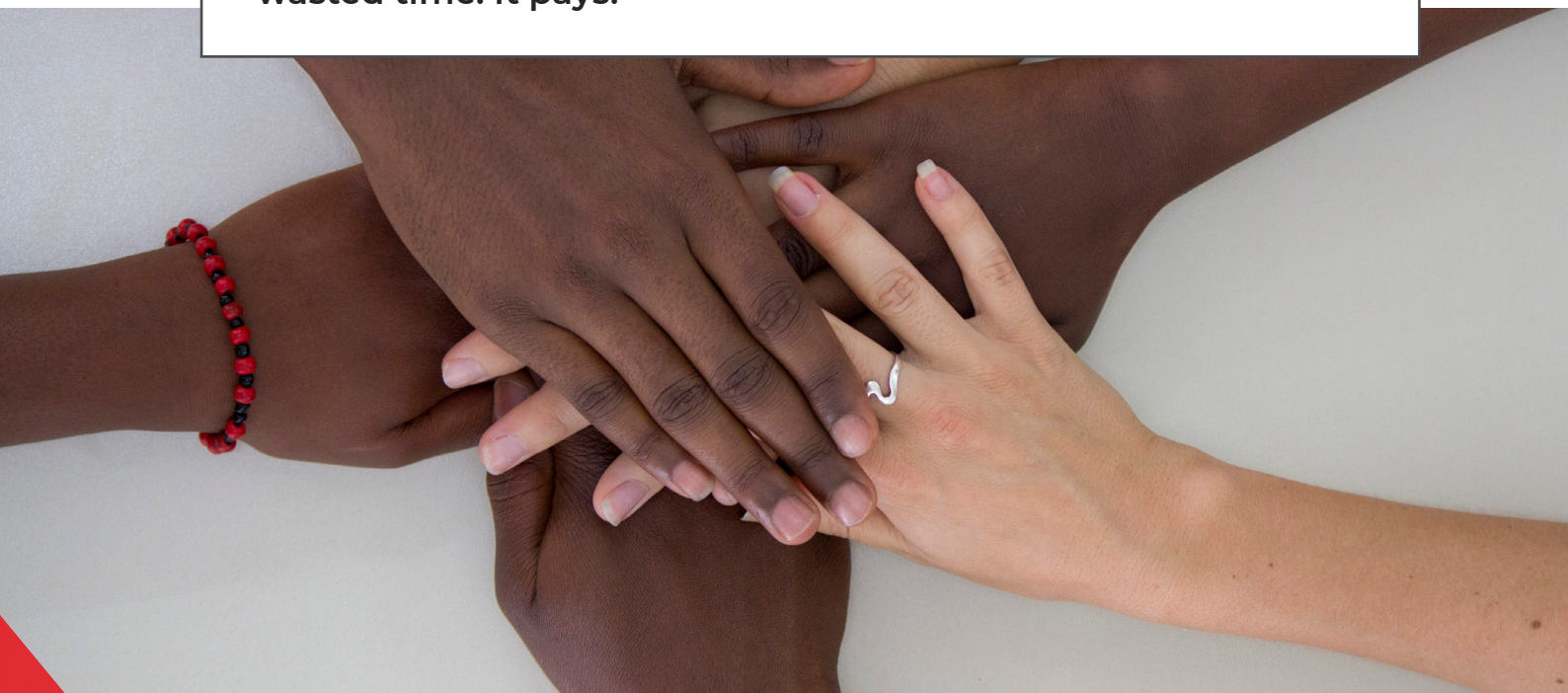
Quietly, leaders are constantly navigating trade-offs. How often should we meet in person to maintain trust & cohesion? What can be handled over email, and what really needs a room, or at least a camera on? How do we build connection without burning people out or stretching our travel budget?

These questions were at the heart of our inquiry. This section explores how small globally distributed teams are shaping their approach to gatherings and asynchronous collaboration. Through peer insights, we looked at how teams decide on the location and frequency of retreats, balance financial efficiency with team wellbeing, and choose the right formats for different conversations. We also surfaced practices around async tools and meeting rhythms that support cohesion across time zones.

The goal isn't to get it perfect, it's to stay intentional.



**If the goal is to build a team, space and quality time together - an outdoors breakfast, dinner, a walk - shouldn't feel like wasted time. It pays!**



# Key Learnings:



**Frequency:** Most participating organizations bring their full teams together once or twice a year, blending strategy with time to connect and reflect.



**Locations:** Retreat locations are rotated across regions where work is based, balancing cost, exposure, and accessibility. In between, smaller staff groups get together every 2–4 months during field visits, regional retreats, or sector events, often intentionally creating space for synthesising and drawing insights from the retreat before returning to day-to-day work.



**Contextual Relevance:** Meetings held in meaningful locations that connect with organizational work foster deeper engagement and alignment.



**Intentional Design:** Purpose-driven agendas, external facilitators, and balanced schedules enable outcome driven, inclusive, and adaptive gatherings.



**Wellbeing Focus:** Incorporating spacious scheduling, rest periods, and emphasising wellbeing practices help sustain team energy.



**Informal Interactions:** Creating opportunities for informal and unstructured time are key to strengthening remote team cohesion.



**Asynchronous Norms:** Establishing strong communication skills and clear norms is essential as teams working across time zones increasingly rely on asynchronous tools.



**All-Staff Calls Cadence:** This varies from weekly to monthly. Most peers host weekly departmental meetings supported by weekly or bi-weekly supervisor 1on1s.



**Meeting structures evolve over time:** This is not just about changes in strategy. As a team gets better at working remotely, what needs a meeting also changes. It's worth checking in on that regularly.



**Meetings work best when driven by clear objectives – not just agendas:** Starting with purpose clarifies who should attend, what prep is needed (often asynchronous), and what outcomes to carry forward. This shift brings greater intention to when and how meetings happen, and when they're necessary at all.



# Best Case Practices: Gatherings & Retreats

Some peers bring in external facilitators to guide team dynamics, culture conversations, and cross-cultural dialogue, freeing leaders to fully participate rather than carry the facilitation burden and leveling power dynamics in discussions.

Retreats often blend strategy, reflection, bonding, and light-hearted activities (e.g., boat rides, pottery, gamedrives, hikes, storytelling circles).

Several peer organizations dedicate up to 40-50% of retreat time to relationship-building - not as an add-on, but as essential to long-term cohesion. Peers shared that making space for connection deepens trust, strengthens cross-role collaboration, and leads to more effective strategic conversations.

Further, organizations reported strong social returns and meaningful discussions from incorporating both “unstructured time” (free time, that staff spend as they wish) and “informal time” (semi-structured time for relationship building) in their retreats.

Teams increasingly design their agendas through pulse surveys or cross-functional committees to ensure inclusivity.

Rest and wellness are intentionally baked into schedules with longer midday breaks, late meeting starts (10am), and “recovery” days post-retreat. Leaders role model well-being through clear workload expectations and recovery time.

## Illustrative Peer Case Studies: (Annual All-Staff Retreats)

- **Org A:** Transitioned from exhausting 7-10 day, work-heavy retreats to 5-day agendas focused on connection and relationship-building. Held in inspiring locations across Africa, the retreats now balance structured strategic discussions with intentional time for team bonding and culture building.
- **Org B:** Shifted to annual structured retreats rotating across operational regions (e.g. Africa, Asia) while initially when the team was smaller, gatherings were scheduled alongside industry events. External facilitators build internal facilitation capacity, while guided agenda design carefully balances culture, strategy, and informal connection.
- **Org C:** Runs creative, hybrid regional retreats to minimize travel burden. Regional teams host in-person sessions, and connect with the whole team during overlapping work hours for a joint virtual session to bond, reflect, and share insights from the regional sessions. External facilitation supports structured & strategic culture discussions making the retreats meaningful for the team.

## Common Pitfalls in staff retreats:

- Overly packed or formalized agendas can lead to exhaustion and decline in connection.
- Lack of clear follow-up mechanisms can result in action items stalling after retreats.
- Unclear travel policies can create inconsistencies in staff experiences.



## Best Case Practices: virtual meetings and asynchronous collaboration



**To navigate time zone differences:** Teams use core overlapping hours for complex, sensitive, or urgent conversations and team connection. Recordings and written summaries offer flexible meeting attendance and ensure inclusion for those in harder time zones or with caregiving needs.



**Structured agendas and pre-work:** Peers strategically blend asynchronous tools to reduce meeting fatigue and boost engagement. Meetings are more effective when structured agendas and prep materials are shared in advance, even more so when teams help shape the agenda.



**Intentional connection-building:** Teams integrate icebreakers and fun activities into all-staff calls to ensure meetings begin with a human connection.



**Meetings are also a learning tool:** Some teams use all-staff meetings as skill-building opportunities, bringing in guest speakers, sharing exciting insights from the field or rotating facilitation as practice.



**Smaller groups, deeper conversations:** In virtual calls, breaking into smaller groups creates space for more open, focused conversations especially when feedback or sensitive topics are involved. It also helps deepen trust and connection within teams.



**Different platforms serve different roles:** Slack supports internal collaboration and knowledge management, WhatsApp enables real-time coordination (especially in the field), and email is used for formal or external communication. Most teams mix tools based on purpose, with shared Drives often used for feedback and co-creation.



**Information access is easier with async tools:** Platforms with searchable threads and structured channels help new team members catch up on context quickly - a big shift from email chains that are hard to trace.



**Boundaries are part of async culture:** Teams are setting norms like “Do Not Disturb” hours, disabling Slack on phones, and discouraging after-hours messaging to protect wellbeing.



**Social connection is built asynchronously too:** Dedicated channels for celebrations, birthdays, humor, recognition, local news updates, and check-ins help build team cohesion, even without regular meetings and in-person time.



**Internal newsletters and update channels work best when short, structured, and consistent:** Teams found engagement drops when updates are too long, irregular, or feel top-down. Bite-sized, skimmable content works better.



# Reinforcing Organizational Culture

## *Culture as a daily practice*

For mission-driven teams, culture isn't just the "how" - it's part of the "why." It shapes how people show up in their roles and with others, make decisions, and navigate hard moments together. Many organizations in this study had intentionally defined their principles, values, and ways of working. However as teams grow, especially across geographies and time zones, common questions emerge: How might we onboard new colleagues into our unique culture remotely? And how do we hold onto what matters while staying open to change?

This section explores how peers are reinforcing culture while staying flexible. We asked what's worked to prevent silos, foster shared purpose, and hire & onboard new team members in ways that build connection. We also looked at the inflection points - the hard or surprising moments that forced teams to rethink their approach.



Going on field visits together cannot be replaced. The synergy and insight you get is invaluable.



You can't replicate an office online, but you can build something just as meaningful.



## Key Learnings:



**Hiring for Alignment:** Recruiting based on shared principles and values builds strong cultural foundations.



**Leadership Behavior:** Everyday leadership conduct shapes culture far more than policies, written values, or slogans.



**Cross-Team Collaboration:** Ongoing informal & intentional personal connections across departments sustain cohesion.



**Onboarding Practices:** Thoughtful, relationship-centered onboarding ensures cultural integration for new hires.



**Culture needs to evolve with the team:** Core values remain, but how they show up in daily work may shift. Revisit them often, especially during periods of change and growth.



**Trust matters more than visibility:** Micromanaging remote teams through tools or check-ins erodes trust and is not sustainable in the long run. Autonomy, clarity, and honest communication go further.



**Involve teams during the process, not just the outcome:** Building feedback loops into the work, not just asking the team to react to the final product, creates stronger ownership and better results.



**Access matters:** Knowledge-sharing tools like shared Drives, public Slack channels and organized documentation help everyone see and engage with the bigger picture and reduce silos by allowing visibility into ongoing work.

## Best Case Practices: Reinforcing Culture

- **Values & Culture-Driven Hiring:** Peers include interviews and conversations that explore beliefs, mindsets, and personality helps assess alignment with organizational strategy while welcoming diverse perspectives that strengthen culture. For distributed teams, hiring the right leaders is especially key, since culture is carried more by daily behavior than proximity.



- **Fostering Connection through Informal Interactions:** Teams build connection by pairing new staff with buddies, holding informal check-ins, and creating virtual spaces that feel human, not just functional. Cross-team coffee chats, co-located working weeks, and retreats with intentional time for bonding deepen relationships and reinforce a sense of shared belonging, even across distance.
- **Embedding Core Values into Daily Operations:** Teams bring organizational values to life by integrating them into performance reviews, peer feedback, and everyday language - sometimes even using emojis or shout-outs to recognize value-driven actions. Culture isn't owned by HR alone; it's shared and reinforced across the team through coaching, values-driven leadership, and intentional practices that build unity. Ongoing reflection keeps values active, relevant, and lived.
- **Recognition & Celebration Initiatives:** Peers embed recognition through milestone celebrations, thoughtful gifts, and appreciation shared across platforms like Slack or WhatsApp. Personalized, culturally appropriate gifts, celebration videos, and messages of gratitude around birthdays and work anniversaries, along with occasional bonuses help mark key moments. Some teams also organize voluntary contributions to support colleagues during personal life events, reinforcing care and belonging.
- **Continuous Learning & Knowledge Exchange:** Peers create intentional spaces for cross-team learning through site visits and informal sessions that connect staff across roles and geographies. Book clubs, knowledge-sharing coffees, and peer-led workshops help bridge field exposure gaps and surface internal expertise. Platforms like Slack double as learning hubs, where teams share everything from research to recipes.
- **Openness, Feedback & Iterative Improvement:** Teams are building open feedback cultures where input flows in all directions. Norms are co-created and revisited, with leaders modeling transparency and making visible shifts. Regular 1:1s and culturally grounded feedback loops keep teams aligned and connected across distance.



# Common Pitfalls: Reinforcing Culture

- **Rapid growth** diluting or disrupting core values and cohesion if new hires aren't aligned.
- **Cultural red flags ignored early come back louder:** When leadership overlooks concerns about culture fit or mission alignment, preventable issues tend to surface later.
- **Ambiguity around identity causes confusion:** Teams need clarity on whether the organization operates as an entity based out of one country (i.e. its headquarter), or as a global organization. This shapes everything from policy to process to working hours expectations.
- **Toxic leadership leaves scars:** Harmful behavior at the top requires swift action and a holistic change management strategy.
- **Silos weaken alignment:** Silos weaken alignment and make collaboration harder. Without intentional effort and structured opportunities to understand other teams' needs and realities, departments naturally turn inward, leading to disconnection over time.
- **Internal communication gaps breed disconnection:** When people aren't involved in decisions or lack context, frustration builds fast. How change is communicated and ideas are shared, matters.
- **One-size-fits-all HR policies don't translate:** Peers shared that practices around policy matters can vary greatly in geographies based on local context and culture, hence local adaptation matters. Examples included varying expectations around holiday seasons or personal time off.
- **Cultural blind spots in outsourced service providers can create friction:** Even small missteps like time zone unawareness or region-centric examples can leave some feeling unseen.



# Equitable Scheduling Across Time Zones

## *Time as a shared constraint*

One of the common pressures in global teams is navigating time differences. The reality is: someone's always waking up early, staying on late, or missing out. And while perfect parity is rarely possible, what matters is how those choices are made, and whether people feel seen in them.

This section explores how teams are navigating scheduling across regions. We asked how decisions get made, what's considered off-limits, and how boundaries around work hours are respected. We also looked at what's communicated and what isn't when it comes to who bends, when, and why.

One thing peers agreed on is that this is an ongoing challenge whose solutions need to be adaptive. While no system is perfect, prioritizing transparency, fairness, and adaptability creates healthier global work cultures.



One thing I've learned: Power norms shape everything. Junior staff often accommodate more in global teams, creating hidden inequities. Just because I send an email at 6pm doesn't mean others should feel pressured to respond. That's an unspoken culture that we must recognize & address.



It takes a year for a team member to believe us when we say we care about work-life balance.



## Key Learnings:



**Respect Boundaries:** Research shows irregular work hours increase stress, reduce job satisfaction, and raise error risks reinforcing the need for clear boundaries. Most managers recognize this and are working to protect jointly agreed boundaries and wellbeing.



**Flexibility and Communication:** Navigating time zones well requires adaptive, open dialogue and co-created communication norms that ease pressure for instant responses. Flexibility within a clear structure helps teams stay responsive without sliding into burnout or confusion.



**Protect Deep Work:** Protecting deep work time is essential for team productivity. Balancing synchronous meetings with dedicated focus hours helps teams stay focused, creative, and effective.



**Structured Scheduling:** Creating and committing to agreements on how scheduling happens builds trust, helps share the burden more fairly, and signals that everyone's time matters.

## Best Case Practices: Equitable Scheduling

- **Visibility through shared calendars:** Mapping travel, site visits and industry events well in advance helps teams to avoid burnout and identify opportunities for co-travel. In addition, realizing that public holidays vary vastly, some organizations find a shared holiday calendar helps build cultural awareness, create visibility on availability and ultimately avoid scheduling over someone's time off.
- **Prioritize digital wellbeing:** Emphasizing healthy tech habits in teams - like using "Do Not Disturb" settings, disabling after-hours notifications, or avoiding work apps on personal devices can help set shared boundaries to protect focus on prevent burnout.
- **Communicate scheduling decisions openly:** Sharing the rationale behind scheduling choices and adjusting based on team feedback helps build transparency and trust.
- **Ask before assuming:** Consulting the team when setting norms, rather than announcing them, reinforces inclusion and shared ownership.

- **Protect personal time:** Avoiding meetings before 7am or after 7pm. Early or late calls are kept rare and only used when necessary.
- **Sharing the burden fairly:** Teams spanning a large timezone gap rotate early/late calls every few weeks. In addition, some peers adjust for daylight savings time proactively to avoid team members facing extended evening calls for several months every year.
- **Advance planning builds trust and reinforces wellness policies:** For some peers, core team meetings are often scheduled early in the year. Different teams set different norms around scheduling non-recurring meetings, between 2 -4 weeks. Some organizations introduce “no-travel weeks” to allow for team recovery.
- **Respect personal work rhythms:** Rather than enforcing strict hours, individuals work with managers to set rhythms that work for their time zone and responsibilities.
- **Default to shorter meetings:** Some teams cap most calls at 45 minutes or less and end early when possible especially for colleagues in late time zones.
- **Hold meeting-free days:** Practices like meeting-free Fridays or midweek “quiet days” help peers protect deep work and reduce fatigue in the team.



# Common Pitfalls: Equitable Scheduling

- **Relocation isn't always the solution:** Some teams opted to hire closer to their core time zones, but moving staff to high-cost regions sometimes led to lower quality of life - setting expectations early helped.
- **Distance can dull local insight:** When relocated staff lost touch with regional contexts, organizations added regular travel (at least 4x/year) to stay grounded in local realities.
- **Daylight saving adds hidden pressure:** Without proactive adjustments, some team members carry the burden of late-night calls for months.
- **Not everyone feels comfortable to work flexible hours:** Junior staff may wait for permission, so managers need to actively model and encourage flexibility. Guiding new team members toward a healthy rhythm helps prevent burnout.
- **Holidays aren't universal:** Advance planning around regional holidays helps avoid workflow disruption and last-minute reshuffling of meetings.
- **Calendar chaos wastes time:** Clarity on who really needs to be in each meeting helps reduce back-and-forth and protects people's time.



# Cross-Cultural Learning & Competency

## *Difference as a catalyst for connection and impact.*

In globally distributed teams, culture isn't just about national identities. It's in how our unique backgrounds influence how we give feedback, navigate hierarchy, make decisions, read tone, build relationships, or even know when to speak.

This part of the study explored how organizations are building cross-cultural awareness not just through training, but through practice. We asked what's being done during onboarding, how teams create space for unspoken cultural dynamics, and what tensions are hardest to navigate. We also looked at what strategies go beyond the usual - field visits, field immersion activities, and shared reflections.



Be human, stay open to what you don't know. I've lived in diverse communities, but for those rooted in one culture, integration can be hard. We've seen silos before. We changed that intentionally. Cross-regional interaction is key.



## Key Learnings:



**Intentional Investment:** Building cross-cultural fluency requires ongoing tools, knowledge, and reflective practice, not just one-off workshops. Successful teams find it is crucial to actively address the impact of both unique personalities and cultural diversity to enhance team collaboration effectiveness.



**Peers identified five tension areas** that, if not actively addressed, can hamper collaboration and gradually erode trust: Communication styles, Power & hierarchy in decision making, Social justice & equity issues, Cultural sensitivity in scheduling & work expectations, and Humor & Culturally Sensitive topics. Best practice shared to address these five will be further outlined below.



While **all peer organizations recognize cross-cultural tensions, few have invested** in building capacity; most find trainings offered too Western focused or less impactful as they lack context. One peer resulted in developing an in-house learning program.



**Real-life immersion** such as site visits and cultural exchanges creates deeper understanding & appreciation of cultural diversity and has a positive impact on work results & relationships.



**Dispersed teams need to create safe spaces to navigate sensitive issues** especially around divergent issues, humor and socio-political topics to prevent misunderstandings.

## Observed Challenges:

- Unchecked assumptions or cultural bias often shape decisions in ways that exclude other perspectives.
- Culturally homogenous leadership can overlook how others experience decisions, team dynamics and day-to-day work.
- Delays in addressing cultural tensions can deepen team divides.
- Not listening or intervening early in cultural tensions often makes resolution harder.
- Certain cultures dominate over others in team conversations.

# Tension Areas in Cross-Cultural Teams & Best Case Practices:

## 1 Communication Styles & Meeting Dynamics

Unequal meeting participation due to cultural differences in how people speak, listen, and engage in discussions. Over time, tensions can emerge when these patterns aren't addressed.

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### Observations:

- Global North team members often speak freely and can dominate meeting time.
  - African and Indian colleagues may hold back, especially in hierarchical settings.
  - Some team members wait to be invited into the conversation - and don't interrupt as per their cultural norms.
  - In addition, some individuals are happy to contribute on the spot, whereas others prefer preparing more before speaking.
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### Best Case Practices:

- Use structured facilitation, such as invitations to speak, smaller groups breakouts, or distributing pre-reads for enhanced input
- Train moderators to invite quieter voices and manage speaking time consciously.
- Set meeting norms that value diverse communication styles.
- Encourage dominant voices to pause and make space for others.
- Treat virtual meetings with the same respect as in-person ones.
- Consider leadership changes in extreme cases to reset tone and culture.

## 2 Power & Hierarchy in Decision-Making

Team members from more hierarchical cultural contexts may hesitate to speak up, offer alternative views, or challenge decisions, which can result in dominant voices or approaches shaping outcomes.

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### Observations:

- Some teams defer challenges to leadership rather than resolving issues internally.

- Unspoken power dynamics reinforce exclusion.
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### **Best Case Practices:**

- Create psychologically safe spaces for staff to raise concerns.
- Promote inclusive decision-making by inviting diverse voices, ideas, and opinions.
- Rotate meeting facilitators and share agenda-setting.
- Challenge unconscious bias that prioritizes certain voices or regions.
- Ensure regional representation in leadership.
- Gathering team input early increases the chances that strategies or policies reflect shared views.

## **3 Cultural Sensitivity in Scheduling & Work Expectations**

Overlooking local holidays, time zones, and cultural rhythms can exclude or overburden colleagues.

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### **Observations:**

- Meetings scheduled on local public holidays caused unintentional exclusions and unease
  - Urgency culture led to overtime or overnight work.
  - Deadlines sometimes ignore regional realities or personal capacity.
  - Lack of sensitivity around fasting and religious observances created team tensions.
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### **Best Case Practices:**

- Use a shared calendar to track global holidays.
- Train teams on boundary-setting and realistic expectations.
- Reflect on whether deadlines are truly strategic or urgency-driven.
- Normalize asking for more time when needed.
- Practice cultural mindfulness during religious observances.

## **4 Addressing Social Justice & Equity Conversations**

Assuming shared comfort or understanding of equity and identity-related topics can backfire.

**Observations:**

- Teams share different lived experiences and levels of comfort in social justice & equity conversations.
  - Missed opportunities for hosting internal conversations on topical social justice issues can lead to team concerns around whether the organization lives its external values internally.
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**Best Case Practices:**

- Acknowledge that equity work looks different across regions.
- Create opt-in spaces for deeper dialogue.
- Bring in facilitators skilled in cross-cultural equity conversations.
- Use shared language tools for clarity.
- Make space for discomfort, reflection, and rebuilding.

## **5** Humor, Trust & Cultural Sensitivities

Humor can misfire across cultures, damaging trust or crossing legal lines.

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**Observations:**

- Jokes or humour acceptable in one culture may offend in another leading to mistrust in teams.
  - Employees from non-Western backgrounds may feel excluded if humor/banter is not reflective of their experiences.
  - Geopolitical shifts altered what was appropriate or safe to openly speak about.
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**Best Case Practices:**

- Build trust before assuming shared humor norms.
- Encourage inclusive humor that avoids stereotypes.
- Use temperature checks to gauge reactions.
- Train managers to observe and adapt to responses.
- Foster self and team awareness about humor and geopolitical conversations boundaries.

# Conclusion

Small, globally distributed teams in philanthropy are not just managing time zones and tech. They're stewarding something more delicate: **connection, culture, and trust across borders.**

The strongest insight from our conversations with peers is that **culture doesn't scale by accident.** It takes deliberate design, constant listening, and brave adjustments. As teams grow, add new voices, and shift locations, the foundation must be re-laid, not just remembered.

**Retreats aren't a luxury.** They're **where strategy meets spirit.** The best ones are **intentional, spacious, and human.** Peers reminded us that it's **not the packed agenda that bonds a team, it's the moments in between.** A boat ride. A slow meal. The chance to laugh, listen, and reflect. Those are the **threads that stitch trust across geographies.**

**Culture is shaped less by slogans and more by small signals.** Who speaks. Who gets listened to. How disagreement is handled. The **behavior of leaders especially in hard moments speaks louder than any handbook.** Culture shows up in how we onboard, how we listen, what we celebrate, how we schedule, how we **intentionally rebuild when there is harm or misalignment.**

**Time zones expose values.** Who bends, who often stays late, who's left out - these are not logistical decisions. They're **cultural signals.** Fairness is not about achieving perfect balance every time, but about **being transparent, rotating the load, and openly**



**naming the trade-offs.** People want to **feel seen, not managed.**

**Cross-cultural competency isn't about having all the answers - it's about building the muscle to stay in the questions.** The teams that thrive are not the ones with perfect harmony, but the ones that **create room for discomfort, name tensions early, and keep learning from and about each other.** Listening, done well, becomes a leadership act.

And finally: **trust is the infrastructure.** More than systems, more than strategy. It's the thing that makes feedback land, that lets people speak up, that keeps teams aligned in motion and in pause. Without it, even the best intentions fray.

This peer learning project surfaced a simple truth: **small international teams succeed not by working faster, but by working more relationally.** Success lives in the weave: in the care behind the calendar, the courage within the conversations, and the clarity of our collective why.



We hope this sparked a few insights — or even a shift in how you gather, build culture and lead your teams.

Culture work is never finished. If you or your team would like to dig deeper into any of the four themes, we'd love to connect.

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