



THE CREATIVE GUIDE TO VIRTUAL RETREATS

by Amma Marfo
SPEAK Educators (MA)

As with so many other elements of the organizational experience, our idea of retreats is going to have to change in response to the physical constraints that COVID-19 has placed on gathering. This change will not only be cosmetic (“what will it look like to hold a retreat?”), but, I’d argue, materially (“what do we need this retreat to do for those who participate?”) In the pages that follow, I hope to help you clarify the opportunity that this new iteration of retreats has for preparing teams—be they the student leadership of a student organization, the staff members of a department, or the team members within a corporation—for the unique and persistently unpredictable challenges that this new reality presents to us all.

Don’t Confuse Category for Purpose

In her book *The Art of Gathering: How We Meet and Why It Matters*, Priya Parker gets frank and insightful about the ways in which we lose the opportunity to create impactful events, when we restrict their structure to the type of event they are. That is to say, when we mistake the *category* of an event (e.g. volunteer training, book club, networking mixer) for the *purpose* an event seeks to fulfill:

When we don’t examine the deeper assumptions behind *why* we gather, we end up skipping too quickly to replicating old, staid, forms of gathering. And [in so doing] we forgo the possibility of creating something memorable, even transformative.

Admittedly, in an age of social distancing and group gatherings limited to ten or fewer, it’s dangerously easy to assume that we can’t revert by much to Parker’s aforementioned old, staid forms. And yet, our newer digital version of these forms is already starting to emerge. How many conference calls have you been on that served largely to move attendees through an agenda? How many observed the same structure that they would have, were you still in your standard surroundings? How many did you wish, even partly, were just an email so you could look away from a screen or get off the phone for a bit?

It’s worth noting that organizational, departmental, or company-wide retreats are ordinarily serving a number of different purposes; given the nature of the present moment, they’re serving *more* purposes than

they've previously been called to. For the duration of the conversation held here, we're going to assume that retreats held in the age of the ongoing COVID-19 epidemic need to be able to meaningfully and effectively address the following goals:

- Imparting or refreshing institutional and procedural knowledge;
- Establishing or fortifying team mindset and camaraderie;
- Empowering and facilitating creativity; and
- Introducing and developing tolerance for uncertainty.

In light of these purposes, it's now incumbent on leadership and retreat planning teams to craft a purpose that can galvanize a team to achieve these objectives. Parker discusses the danger of not re-examining our purposes to fit the specific moment in which we find ourselves:

Perhaps you go with the flow of old templates, hoping things will work themselves out. There is nothing terrible about going with that flow, about organizing a monthly staff meeting whose purpose is to go through the same motions as every monthly staff meeting before it. But when you do, you are borrowing from gatherings and formats that others came up with to solve their problems. To come up with the formats they did, they must have reflected on their needs and purposes. If you don't do the same and think of yourselves as a laboratory [...] your gathering has less chance of being the most it can be.

Less Long, Less Dense, Less Boring. Please.

Before we dive into the meat of how to rethink retreat experiences, I want to share some obstacles that any retreat would likely have to overcome, but especially a digital one. We're all aware of, and perhaps victim to our own, shrinking attention spans and heightened opportunities for distraction. Given that, I want to start by highlighting the most common traps of any form of retreat, and encourage retreat planners to work especially hard to curb them when pivoting to holding such an event in a digital

space. The text below is abridged from the selection and training section of my 2015 book *Light It Up: Engaging the Introverted Student Leader*, but truly applies to anyone seeking to build a thoughtful, impactful, and effective learning experience (emphasis added in all instances):

Most training efforts suffer from one or more of the following ailments: too long, too dense, [or] too boring [...]

In an effort to be considerate of time in the long-term, we try to smash a semester or a year's worth of instructive content into one day, or a multi-day stretch packed into one part of the year. **What results is a day or multiple days jam-packed with content, but little time to digest and incorporate it into context where it will be used.** [...]

Closely related to "too long," and often occurring for the same reason, a highly dense training seeks efficiency but can result in glazed-over eyes and yawning mouths. This could be because too much information is being presented in a given amount of time, or it could be because the content is arranged in a confusing or complicated fashion [...] **a training that is too dense can hamper their ability to learn the urgently needed skills and procedures to effectively respond.**

Some signs your training is too dense: are lots of questions coming up, even for information you feel you covered adequately? Has this information been covered elsewhere in a longer period of time? When you refer back to this information, do [attendees] express surprise that it was addressed previously?

[...] In many ways, the tag of 'boring' can be a combination of the other two factors. **The 'b' word often comes into play when [participants] have a difficult time contextualizing the content presented, or don't have an opportunity to see where it will be used.** While I

don't, and never have, advocated for equating this form of education with entertainment, there is something to be said for presenting information in such a way that [retreat-goers] can be motivated to learn it.

This may mean challenging the mold in which we frame so many of our [...] activities.

In light of that philosophy on reforming training and retreats, this guide is billed as a creative one because I think that creativity has the capacity to offer a great deal of utility as you reimagine your proceedings. E. Paul Torrance, creator of the Torrance Test of Creative Thinking (TTCT), conceived of four main components to a creative mindset; here, we'll use those components to guide your thinking.

Finding Fluency

Fluency in creativity is defined as, "the ability to produce a large number of ideas or alternative solutions when working on a problem." This model struck me as hugely appropriate for this specific application—gathering as a team to map out an unpredictable time ahead—because it uses existing institutional knowledge to inform the adaptation or outright change of those existing systems.

Why Address Fluency on a Retreat?

At first glance, it may seem as though the idea of fluency - crafting ideas that could work at odds with those norms - doesn't fit here. But effective fluency *needs* the foundation that such structure provides. Constraints, be they perceived or actual, fuel the creative process in crucial ways. And it's only when you take the time (such as that afforded by a retreat) to look at just how significantly these constraints should impact your work. As Thomas Vogel put it when writing about Torrance's framework in his *Breakthrough Thinking: A Guide to Creative Thinking and Idea Generation*, "fluency represents the ability to access previous knowledge and make as many associations as possible related to the problem."

Fluency: Broadmindedness + Execution At Work

In my own Cultivating Creativity framework, two particular pieces come to mind when operationalizing creativity at work: *broadmindedness* and *execution*.

The first, *broadmindedness*, is "an ability or tendency to combine knowledge and expertise that is often (a) separate, and (b) in competition." That is to say, it asks the thinker(s) to spend time pulling information from a number of different places to formulate new and useful ideas. The second, *execution*, is crucial because it asks the thinker(s) to put these ideas in play. In my mind, fluency is the result of these two creative competencies working together in tandem.

Broadminded retreat-goers are comfortable with and open to looking outside their specific domain of expertise to find and fuel new ideas. Further, leaders or organizations that encourage broadmindedness provide support and appreciation for such tendencies. Execution-minded retreat-goers are comfortable with and open to making their ideas heard in whatever venue is offered to them. For retreat organizers, this might mean crafting opportunities for ideas to be shared before or after a "live event" (more on that in a moment), and offering a number of media by which an idea can be communicated - not just spoken over a call, but maybe mapped out later in a presentation, through a voice note recorded on a cell phone or via email. The bottom line: by prizing broadminded thinking and execution, you're crafting a way to contribute to the idea generation process that values and facilitates a volume of ideas during an opportune time to work together.

Tips to Put Fluency in Action Digitally

- Before the retreat, share a detailed schedule (including what questions the group will be answering together) via email, Slack, or other shared communication platforms.
- Allow people to contribute answers to these questions in advance to an otherwise unmonitored email address (so as not to [a] clog one person's email, or [b] tempt the email address's owner to look at submissions in advance). Submissions can be written, recorded with audio or video, or even illustrated if the individual would like.

- Should you choose to use a live audio/video tool like Zoom, UberConference, Microsoft Teams, Skype, et. al. to facilitate the synchronous portion of your retreat, ensure that you provide breaks beyond the length of “bio breaks.” These longer breaks (15-20 minutes at minimum) will allow participants to assimilate information from sessions and brainstorming, yielding more productive conversations upon their return.
- Use Trello, Asana, Basecamp, or other productivity apps to organize the ideas that are collected before and during the retreat; be sure to leave a column/space for questions that may arise as a result of aspirations colliding with norms or policies.

Facilitating Flexibility

We’ve been sold on the power of flexibility before, often as a way to steel us against the unpredictability of a task or journey ahead. But when Torrance talks about it, he refers to “the production of many kinds of ideas—and the concept behind those ideas must be different from each other.”

This is important for the type of brainstorming that ordinarily allows for only slight retooling of ideas. Think, for example, about how many businesses use a model similar to TOMS shoes (“buy one, gift one”): Bombas, Warby Parker, Headbands of Hope, and many others use this model. Functionally, these ideas are different from one another, but not flexible by Torrance’s definition. The goal is to create ideas that diverge from each other enough to stretch a group’s capacity for what’s possible. Put another way (Thomas Vogel’s way, to be exact), “while coming up with many ideas, you also are aware that every idea you come up with is different from the other.” That particular directive can push groups unaccustomed to innovating away from generating soundalike ideas...and into new territory for themselves and the beneficiaries of their work.

Why Address Flexibility on a Retreat?

Flexibility can be a challenging asset to exercise when we’re ideating or creating in isolation. But with the addition of other voices, can help us derail in the most helpful of ways.

It’s likely that while on your retreat, you’ll be sharing ideas that will eventually be implemented to benefit both the team at large and the beneficiaries of their work. As you craft ideas that will impact a wide swath of people, having multiple perspectives present can yield a much-needed widening of your scope. Being able to weigh the merits and disadvantages of ideas collectively could mean the difference between a new initiative that can improve the lives of many, and an idea executed with dangerous gaps in knowledge or awareness.

Flexibility: “Flexibility” and Determination At Work

You’ve been warned: This next section could get a bit semantically confusing.

In addition to being a pillar of Torrance’s model, *flexibility* is also a creative competency that my model values for aspiring innovators. I define it as “the capacity to pursue a creative idea as it evolves, without faith or fidelity. For the duration of this section, I’ll denote this version of the trait with quotes (“flexibility”). Know that when it appears absent quotes, I’m referring to Torrance’s interpretation.

As for determination, I define that as “the capacity to stick with the generation, testing, and eventual deployment of a creative idea—even/especially when the time, energy, or resources taken exceeds your expectations.”

Both “flexibility” and determination are important because they acknowledge the idea that creativity doesn’t follow the time constraints that we set for it. Particularly because time for ideation is frequently sandwiched between reports from higher-ups, professional development sessions on other topics, and a refreshing of less immutable elements of your work, the time needed to be creative will be limited by design. Retreat-goers may struggle to stick with an idea as it evolves across the digital divide we’re attempting to bridge with conferencing tools; further,

as the idea strays from the original vision, it may be challenging to stay invested in the end result.

For retreat organizers the challenge will be to create equal space for plans that spark or emerge not just during the event itself, but in the days and weeks after. These “late” additions to the pool should be weighed with equal consideration to the ones that emerged during the retreat. Great and impactful ideas don’t always obey the timelines we set for them; any process that seeks to solicit these ideas, should (within reason) accept them before, during, and after the timelines we set.

Tips to Put Flexibility in Action Digitally

- Include in team-building activities, an inventory of what keeps team members motivated, as well as any signs to look for that might signify they’re struggling. These can be submitted anonymously via Typeform, Google Form, Qualtrics survey, et. al.
While these signs may not present themselves until much later, take advantage of this “gathering” to let people share these crucial pieces of information about themselves and their work style.
- Start preliminary conversation about ideas that are sure to appear on the retreat agenda in a dedicated Slack channel or via shared document. This way, ideas that present themselves before the event are recorded for posterity (but not via the slippery medium of email!)
- Utilize tools like Microsoft Visio, Coggle, or Milanote to let retreat-goers contribute to a communal mind map of ideas.
- If there is a deadline for idea submission after the event, ensure that it is documented via calendar event...and articulate it in any retreat wrap-up materials.

Excellence in Elaboration

If ever there were a part of the ideation process that benefits from the presence of a group, it’s *elaboration*. Whereas flexibility refers to the individual or group ability to generate a number of different ideas in response to a problem, elaboration refers to “the ability to apply more details and enhance an idea.”

While some cringe linguistically at the phrase “to piggyback off of” when it emerges in a meeting, it does have utility when fleshing out a proposed initiative or solution to a challenge. When a group organizes itself to craft the best and most comprehensive version of an idea, the result can be more powerful than if the initial seed of the idea was executed unchallenged. And the combination of information shared in a retreat setting, with the gathering of people that it necessarily facilitates, creates a “perfect storm” of sorts that yields elaborate results.

Why Address Elaboration on a Retreat?

In my years of training and educating others on creativity, I’ve done my best to bust one of the most persistent myths about creativity: that of the lone genius. At some point, many of us bought into the idea that creativity is the province of an anointed few, and everyone else should step aside and let them work. But it isn’t true.

Vogel offers some insight into precisely how this could happen, as he notes “[e]laboration also relates to the ability to see details that other people overlook, to add information, and look for a better way where others might stop.” And so, building time into any retreat activities for elaboration makes the best use of your gathering, allowing for seeds of ideas to be watered and nourished into initiatives, projects, and solutions that could bear fruit when deployed into your daily work later.

Elaboration: Allies, Advocates, + Activators and Collaborators at Work

Like I said, no lone geniuses in the creativity and innovation game. This means that anyone seeking genuine elaboration in their retreat proceedings should provide retreat-goers ample access to other attendees. I classify them in two different categories:

- Allies, Advocates, and Activators: individuals in positions of higher power or influence who can inform the execution of ideas with institutional knowledge, and push for adoption of ideas with authority
- Collaborators: individuals on a peer or subordinate level who can help on the

ground to bring an innovative idea to life with institutional knowledge, experience, and hard work.

Through hierarchy-free interaction with the former, retreat-goers have the opportunity to build and fortify relationships with individuals who can go to bat for big or disruptive ideas, perhaps ones that were informed by knowledge that these individuals themselves shared with the group. And through silo-free interaction with the latter, retreat-goers can start to build relationships and coordinate resource sharing that allows for a shared workload when it comes time to make these ideas happen. Absent each of these things, a creative community will never form. We'll come back to the idea of the creative community before too long, but suffice it to say for now: it matters when enacting any plans that come from a retreat.

Tips to Put Elaboration in Action Digitally

- For synchronous gatherings, ensure that any notetakers (be they human or AI-powered) are able to audibly attribute ideas to the individuals who surfaced them. This can also be helpful in the event that any participants need to call in, versus joining in on video.

And as a bonus, any auto-generated records of your proceedings will have a record of contributions given.

- If you choose to commit minutes, notes, or other artifacts of the retreat in a document in the Microsoft or Google Suite, encourage contributors to make edits via "Suggestions," rather than overwritten edits. Feel empowered to use "Track Changes" or "Compare Documents" to attribute changes.
- This one's analog, but: give credit where credit is due. If something is truly a team effort, say so. I love the work of Brainpickings' Maria Popova, and she says: "Be generous with your time and your resources and with giving credit and, especially, with your words." A retreat, when planned effectively, affords the opportunity to do all these things.

Outstanding Originality

Let's face it: the onset of COVID-19 around the world has created space for originality to shine. In Vogel's estimation, Torrance's originality is "the ability to develop unique or unusual ideas, as well as putting things or situations in a new or unusual context." What has the course of the last few months done for nearly all industries, if not highlight the need for this competency? We're all doing things differently, for better or for worse, so why not try to bend the new course of action toward good change?

Why Address Originality on a Retreat?

Originality is crucial because of the latter half of Torrance's definition, "putting things in a new or unusual context." This aligns with my last (and presently, most important) purpose for retreats right now: introducing and developing tolerance for uncertainty. While working as a team, it will be incumbent upon leadership to acknowledge this prolonged uncertainty, but also manage the associated thoughts and feelings that come with that state of affairs. There's no denying that our context is different now; the mission in this moment, then, is to find ways to work through this rapidly changing and often scary new context.

There's a sense of empowerment to be found here, as pointed out by Deutsche LA's Mark Hunter. In speaking about the principle of originality, he says:

The really great creatives solve the problem in a different way, bring a very original solution to the table. And I think, in the same way, great creatives are probably the central component in making good work. Originality is the dominant force.

Originality: Putting It All Together + Committing to Growth

Embracing originality as a feature of individuals, of organizations, and of retreats themselves, requires putting all of the prior creative competencies together and putting them to work. To wit,

- Allies, advisors, and activators can endorse a retreat schedule that includes time to reimagine the work of the team;
- Broadmindedness means encouraging team members to bring in knowledge, insight, and

ideas from other industries or walks of life to the organization's present challenges;

- **Collaboration** means working outside of silos to accomplish a common objective while honoring the unique talents of contributors;
- **Determination** means acknowledging that neither the work nor its results will appear overnight, and allowing both time and moral support as a result;
- **Execution** means empowering individuals and teams to share their ideas in ways that value multiple and even divergent perspectives; and
- **Flexibility** means acknowledging that decided-upon ideas might take long and winding paths to be fulfilled, and preparing individuals and teams alike for that possibility.

When it comes to originality, I think also about "The Gap," Ira Glass's frequently cited advice to design students about getting good at their craft. He reassures them that making art that sounds like you and achieves what you want it to achieve, takes time. You're closing a gap between your taste and your expectations, which isn't easy:

We all go through this. And if you are just starting out or you are still in this phase, you gotta know it's normal and the most important thing you can do is do a lot of work. Put yourself on a deadline so that every week you will finish one story. It is only by going through a volume of work that you will close that gap, and your work will be as good as your ambitions.

To be clear: this gap won't close by the conclusion of the retreat. It simply can't. But what a retreat can do, is serve as an opportune time to measure the distance. And the measurement that you take—through assessment of current norms and knowledge, the development of a strong and motivated team, through exercises and a mindset dedicated to cultivating creativity, and through acknowledgment that all this work is taking place in an uncertain moment—can set the stage for the work you have ahead of you.

Tips to Put Originality in Action Digitally

- If there are any internal documents or otherwise not-generally-available resources that retreat-goers should have access to, make sure that access is granted ahead of your retreat.
- Create a space where articles, links, videos/podcasts, and other resources referenced over the course of the day can live permanently, for reference and inspiration (Evernote, Pocket, OneNote, or even a dedicated Slack channel can make this easy).
- Create reference boards on Pinterest or a communally-managed Instagram account to share images, videos, or even memes that will (or could) guide the work you hope to do during and after the retreat.

Reinforcing Creative Community Through Retreat Structure

I want to close this guide by offering inspiration for a differently directed retreat, inspired by the concept of creative community. The book *Collective Genius: The Art and Practice of Leading Innovation* offers a good case for building and nurturing creative community in professional or organizational settings:

People are willing to face the personal challenges of innovation when they feel part of a community engaged in something more important than any of them as individuals, and larger than any could accomplish alone.

Hill, Brandeau, Truelove, and Lineback (a creative community in their own right for having completed a book project together!) ultimately bring that uniting force back to the concept that Priya Parker got us started with: **purpose**. "Whatever form it takes," they share, "purpose is the glue that integrates the work of one into the work of many. It lifts people's efforts above the level of everyday, self-centered activity." One can be one person, one department, or one "side" of an organization—but only can only work toward common purpose if they're made to feel like an integral part of the experience. To invoke an analogy from Volkswagen's Luca De Meo, whose story of creative community is highlighted in *Collective*

Genius, once this norm is established “work would no longer be done like passing buckets of water from hand to hand in a fire brigade.” When a retreat is constructed and conducted effectively, it allows all hands to help direct a working fire hose.

In light of that fact, I’d like to put forth an idea for redirecting the proceedings of a retreat: consider the *project-based retreat*. Rather than treating it as a set of proceedings to get through abstractly, structuring this gathering around a challenge to address or problem to solve addresses all four purposes cited at the start of this guide:

Imparting or refreshing institutional and procedural knowledge is necessary to establish how a challenge is currently addressed...or can offer insight into why a problem exists.

Establishing or fortifying team mindset and camaraderie is necessary to see how each team can contribute to an organization or team that has the talents and know-how to solve the challenge at hand.

Empowering and facilitating creativity is necessary because the solution to most problems or challenges lies outside or immediate paths of thinking.

Introducing and developing tolerance for uncertainty is necessary because we’re all working in ever-changing circumstances for the foreseeable future, and our ability to respond meaningfully must be able to adapt accordingly.

While I won’t attempt to map out your proposed retreat schedule, what I will recommend is a block of time for each segment of your purpose:

One block dedicated to refreshing any institutional knowledge or addressing a topic of needed professional development,

One block dedicated to team building and ensuring common understanding of the work functions of all retreat-goers,

One block dedicated to idea generation and the development of creative competency, and

One block dedicated to considering and crafting contingency plans for if certain foreseeable circumstances befall the team or organization.

And a few final tips for embarking upon this ambitious rethinking in a digital setting:

If any tools are required for download or loading in advance, ensure that such links or information are provided both via email and in a central location for retreat information.

Consult with all retreat-goers privately to confirm they have the *literal* bandwidth required to participate in an online event of this possible length. If arrangements need to be made for stronger wi-fi, or for a hotspot to be sent their way, you can find this out by asking (rather than forcing them to volunteer such information).

Ensure that all tools you choose to utilize as a community have needed accessibility tools for anyone in need of:

- Captioning of live video,
- Screen readers,
- Design that acknowledges the colorblind,
- Or any other assistive technology that might be required to participate fully

Ensure that all tools you choose to use have options for encrypted communication, to keep data safe. Build in time for screen breaks. I mentioned earlier how breaks can contribute to better retention of information; draft a schedule that allows for this time to be taken away from a screen if participants would like. Remember, much work being done at home is taking place alongside homeschooling, child/elder/family care, and other responsibilities that don’t disappear just because our focus is needed elsewhere.

Incorporate analog activities to break up attention. If an idea needs to be ruminated upon, encourage participants to take 10-15 minutes to visualize a concept, freewrite, or formulate questions on paper or a whiteboard.

And finally, recognize that just as one in-person retreat won't create a new version of your organization's culture overnight, the same won't be true of an online edition. Follow up on the decisions made at this event, and make the work of addressing its charge a yearlong goal. Back to the idea of Ira Glass's gap, "It's gonna take awhile. It's normal to take a while. You've just gotta fight your way through." That sentiment applies not only to the insights that a retreat can yield, but also to the ongoing uncertainty, anxiety, and grief that accompanies this present moment. Be gentle as you set out to enact the work from this event. To reiterate what I said earlier about how the culmination of the defined purposes can do to clarify mission and galvanize our charge,

[...] what a retreat can do, is serve as an opportune time to measure the distance. And the measurement that you take—through assessment of current norms and knowledge, the development of a strong and motivated team, through exercises and a mindset dedicated to cultivating creativity, and through acknowledgment that all this work is taking place in an uncertain moment—can set the stage for the work you have ahead of you.

In Summary

Retreats held digitally have an opportunity to not only move existing proceedings online, but to reimagine what a retreat as an idea can do for the teams who participate in them.

In this uncertain moment, retreats need to fulfill the following goals:

- Imparting or refreshing institutional and procedural knowledge;
- Establishing or fortifying team mindset and camaraderie;
- Empowering and facilitating creativity; and
- Introducing and developing tolerance for uncertainty.

Four qualities of creative people (and creatively oriented teams):

- Fluency: accessing prior knowledge in pursuit of a solution to a challenge
- Flexibility: generating ideas that differ significantly from one another
- Elaboration: facilitating the capacity to add onto and grow ideas
- Originality: developing unique ideas that hold in unique or unusual contexts

The most effective and impactful retreats will bring people together in ways that acknowledge their unique contributions to the team, position them to be part of a thoughtful solution, and maintain that bond well after the retreat ends.

Retreats held digitally will thoughtfully take advantage of many different types of technology to share information, maintain resources and sources of inspiration, honor the accessibility needs of team members (and the beneficiaries of their work), and thoughtfully incorporate analog elements to vary learning modalities.

References

The Art of Gathering: How We Meet and Why It Matters by Priya Parker

Breakthrough Thinking: A Guide to Creative Thinking and Idea Generation by Thomas Vogel

Collective Genius: The Art and Practice of Leading Innovation by Linda A. Hill, Greg Brandeau, Emily Truelove, Kent Lineback

Cultivating Creativity: How to Create on Campuses, in Corporations, + Beyond by Amma Marfo

Light It Up: Engaging the Introverted Student Leader by Amma Marfo

Glossary of Tech Resources

[Asana](#) - a productivity and team management tool
[Basecamp](#) - a productivity and team management tool

[Coggle](#) - a mindmapping tool

[Evernote](#) - a notetaking and link organization tool

[Google Forms](#) - a form building tool

[Microsoft OneNote](#) - a notetaking and link organization tool

[Microsoft Teams](#) - a team collaboration hub

[Microsoft Visio](#) - a mindmapping/flowchart tool

[Milanote](#) - a productivity, team management, and mindmapping tool

[Pocket](#) - a notetaking and link organization tool

[Qualtrics](#) - a form building tool

[Slack](#) - a team collaboration hub

[Skype](#) - a videoconferencing tool

[Trello](#) - a productivity and team management tool

[Typeform](#) - a form building tool

[UberConference](#) - an audio conferencing tool

[Zoom](#) - a videoconferencing tool

About the Author

Amma Marfo is a thoughtful yet incurably silly independent higher education professional and writer based in Boston, MA. She holds a Bachelor's degree in Communication Studies from the University of Rhode Island, and a Master of Education from the University of South Florida.

Amma is a dynamic and sought-after speaker on topics such as leadership, group dynamics, creativity, and incorporating your values into your work and larger goals.

BOOKING CONTACT:

Bonnie Fox, SPEAK Educators
bonnie@speakeducators.com