

REIMAGINING THE MEETING EXPERIENCE

How technology and design drive hybrid success across different meeting typologies



A report by Barco ClickShare
in partnership with WORKTECH Academy



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INTRODUCTION

As hybrid work becomes a standard practice, organizations are rethinking how meetings are designed to be purposeful, inclusive and effective. Meetings are now critical touchpoints where collaboration, decision-making and connection occur across physical and virtual spaces.

Global research by the Gensler Research Institute reveals that 71% of meetings at the most innovative companies are hybrid, combining in-person and virtual participants. According to the research, 88% of employees in these companies collaborate across multiple time zones and 36% of their time is spent working in locations beyond the office and their home. In such environments, optimizing the hybrid setup is essential to fostering innovation.

While hybrid meetings offer flexibility, they require greater intentionality in their design. Meeting styles vary across organizational cultures, influencing their tone, structure, and outcomes. To enhance engagement and inclusivity, companies must rethink the spaces and technologies used for video meetings.

This report, published by Barco ClickShare in partnership with WORKTECH Academy, explores meeting typologies through two academic frameworks: Cameron and Quinn’s Four Cultures Model from the University of Michigan and Willem Standaert’s The Science and Fiction of Meetings from the University of Liège.

Using Cameron and Quinn’s model, meetings are categorized into four types based on organizational culture:

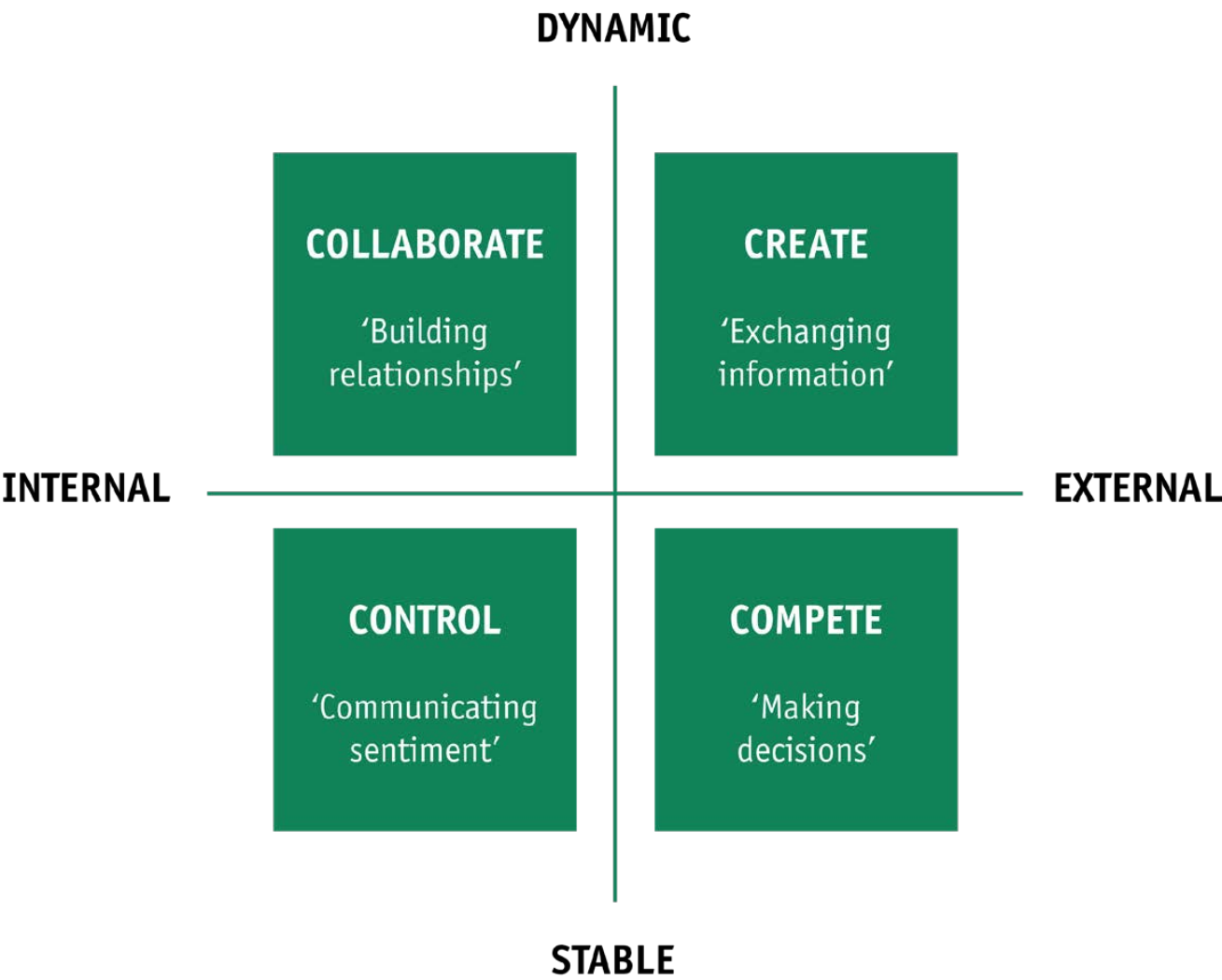
- **Collaborative meetings** Internal-facing, dynamic, and democratic, fostering teamwork and shared purpose amid invited participants.

- **Creative meetings** are external-facing, open to employees beyond a single team to encourage innovation, risk-taking, and ideation.
- **Competitive meetings** are stable and externally oriented, focusing on speed, precision, and achieving results.
- **Controlled meetings** are stable and internally oriented, characterized by efficiency, structure and hierarchy.

Each typology has specific environmental and technological needs. Collaborative meetings benefit from open, inclusive spaces, while competitive meetings require tools for rapid decision-making. Creative meetings thrive on seamless remote-to-in-person integration, whereas controlled meetings function best in structured, formal settings.

Willem Standaert’s framework further refines meeting design by identifying four core objectives: exchanging information, making decisions, communicating sentiments, and building relationships.

Drawing from research and expert insights, this report examines the challenges of hybrid teamwork and the role of digital solutions in bridging the gap between in-person and remote participants. As meetings evolve, technology must enable a flexible, seamless experience that adapts to different meeting typologies and objectives. Bring Your Own Device (BYOD) technology plays a critical role in this shift, allowing participants to connect effortlessly, share content, and engage fully from any location. By aligning meeting design with familiar technology, organizations can create equitable, intuitive spaces that empower hybrid teams and enhance collaboration.



COLLABORATIVE MEETINGS

‘Doing things together’

Collaborative meetings are rooted in a ‘clan’ culture that fosters a friendly, democratic working environment. These meetings prioritize teamwork, openness, and trust, with a strong emphasis on building relationships and morale. Increasingly, employees are feeling an emotional pull to work alongside colleagues, with 59% reporting that collaborating with others energizes them, whether virtually or in person, according to a global survey by Jabra.

However, inclusivity remains a challenge in hybrid meetings, particularly for younger employees. Jabra’s study found that Gen Z and Millennials are two to three times more likely to feel excluded in virtual meetings compared to Gen X and Baby Boomers. Research from the London School of Economics suggests this exclusion is partly due to Gen Z’s lack of speaking opportunities—three-quarters of meetings do not include a Gen Z voice at all.

A critical part of bringing people together inclusively in a hybrid meeting setting is ensuring the technology is right, according to Ravi Lakhani, head of smart solutions at AV consultancy Cordless Consultants. He emphasizes the importance of inclusion in AV design ‘to ensure that digital attendees feel like equal participants to those in-person.’

An inclusive hybrid meeting setup needs to be considered in two ways. First, within the meeting space itself, ensuring that both people and content are consistently visible on screen so remote participants remain engaged and included in discussions. Second, the remote experience is enhanced by AI-powered features in meeting room cameras and microphones that track speakers,



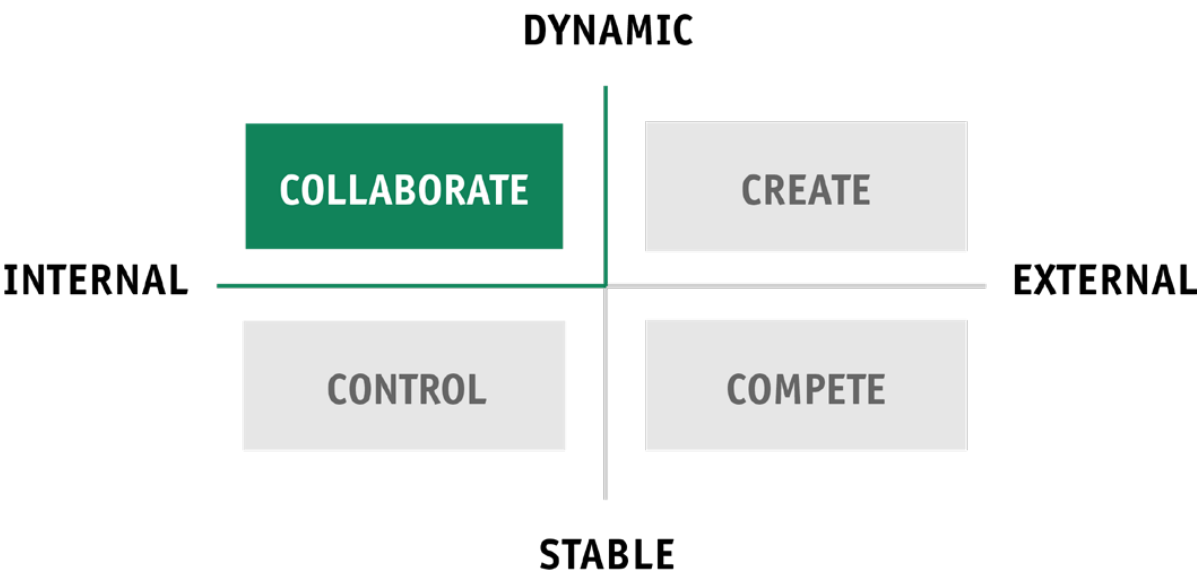
zoom in, and provide better visibility of room dynamics, making virtual attendees feel more connected to the conversation.

Collaborative meetings typically take place in open, dynamic spaces designed to foster conversation and teamwork. In the context of Standaert’s framework of meeting objectives, collaborative meetings are mostly about ‘building relationships’. Common settings for these meetings include:

- **Breakout areas and semi-private meeting spaces**, where teams can brainstorm, problem-solve, and build relationships.
- **Large meeting rooms with flexible seating**, allowing participants to move freely and engage in discussions.
- **Huddle spaces**, offering a mix of physical and virtual collaboration tools for hybrid teams.

Common behaviors in collaborative meetings:

- Behaviors lean to supporting the widest level of participation and reaching consensus.
- Meeting agendas are long and inclusive, giving everyone a voice - dissent and argument is allowed, as in any family setting.
- Engagement is high.
- Meetings can spin off into new divergent avenues to ensure many perspectives are considered.
- People are considerate of their colleagues and good listeners.
- Failure to engage with the right tools or mindset means you miss the opportunity to tap into the collective wisdom of the group.





In these settings, Bring Your Own Device (BYOD) technology enhances flexibility by allowing participants to connect instantly using their own laptops. Wireless presentation solutions like ClickShare enable seamless content sharing, making it easy for everyone—whether in-room or remote—to contribute in real time. This creates one flexible experience, ensuring that technology adapts to the needs of the meeting rather than restricting participation.

These meetings are often longer, inclusive, and highly interactive, designed to support diverse perspectives and reach a shared consensus.

Attendees are encouraged to listen actively, engage respectfully, and embrace constructive debate. These meetings are especially valuable for cross-departmental teams working on projects with tight deadlines, where input from all members ensures a well-rounded final outcome.

By combining thoughtfully designed spaces, inclusive meeting etiquette, and flexible BYOD technology, organizations can create truly collaborative environments where every participant feels valued and engaged—regardless of location.

CREATIVE MEETINGS

‘Doing things first’

The “Create” meeting typology is rooted in a culture of ‘adhocracy’, prioritizing dynamic, entrepreneurial, and creative working environments that thrive on spontaneity. These meetings embrace risk-taking and innovation, often occurring beyond immediate teams, encouraging individual initiative and pioneering new ideas, products, or services.

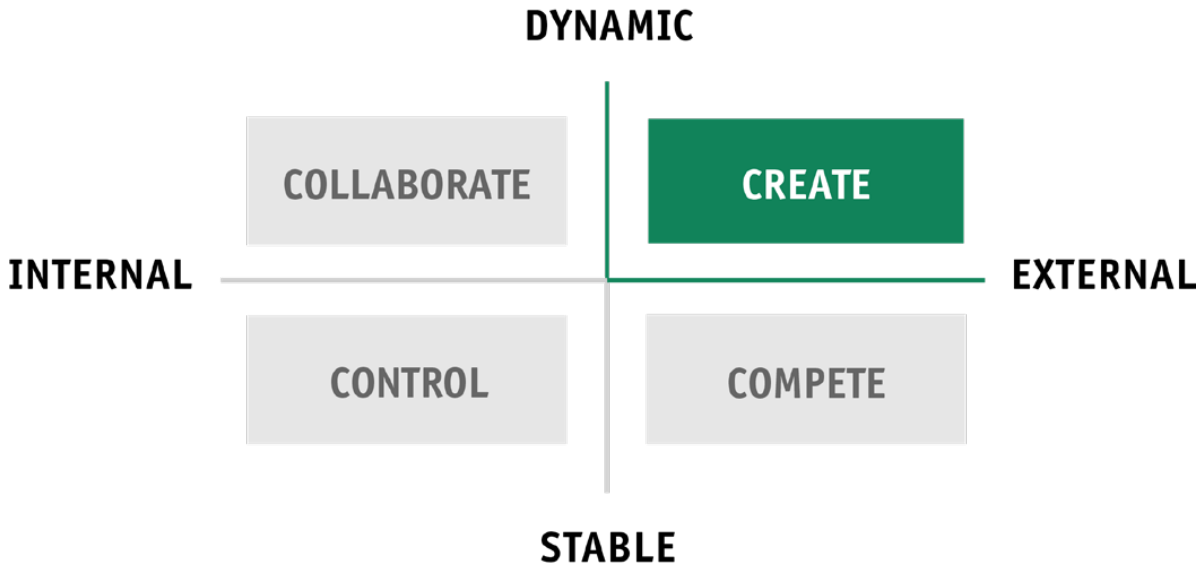
Embedding creativity into an organization requires intentional effort. According to McKinsey, fostering innovation depends on regular creative practices, such as innovation days, hackathons, and active senior leadership participation. However, these high-energy, idea-generating meetings often happen in person, making it harder for virtual participants to contribute effectively. Without the right technology, hybrid creative meetings risk excluding remote voices and disrupting free-flowing ideation.

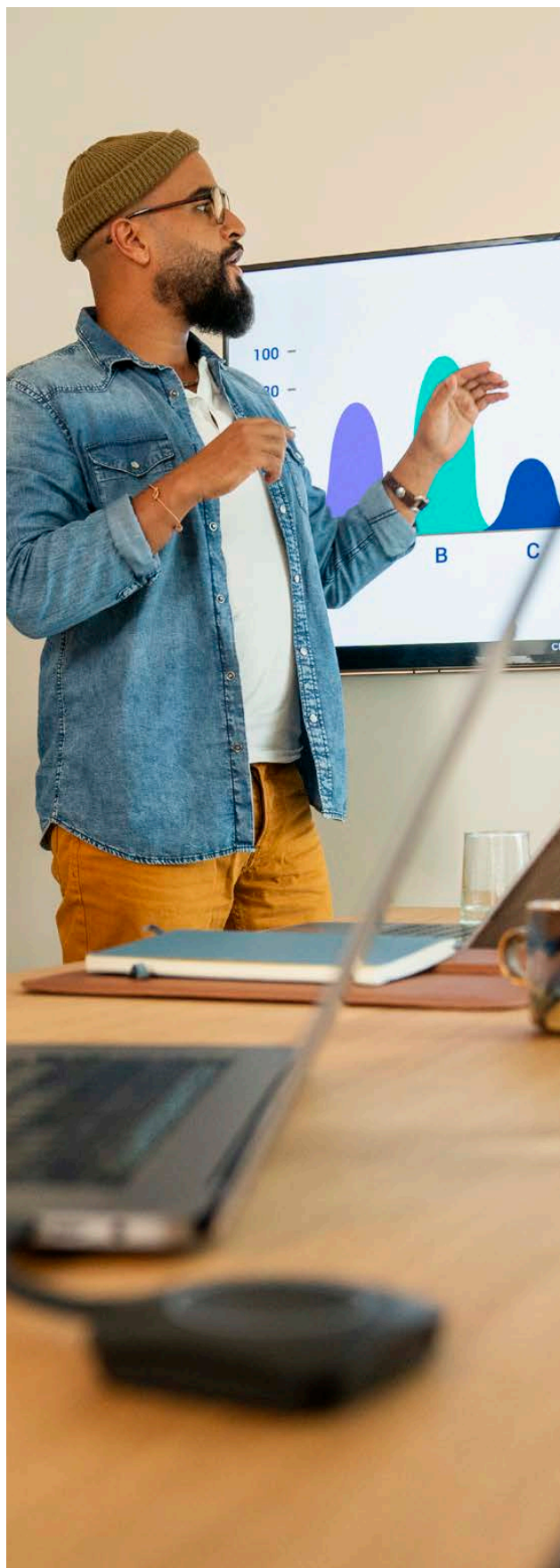
Creative meetings are fluid, unpredictable, and highly interactive, demanding technology that enhances collaboration rather than restricts it.

Traditional hybrid setups often struggle to support the ad hoc nature of these discussions, where ideas evolve quickly, and participants engage in fast-paced, overlapping conversations.

One of the biggest challenges in hybrid creativity is audio clarity. In person participants benefit from spatial audio cues, which help identify speakers, signal when to contribute, and direct attention. Without these cues, virtual attendees can feel disconnected. High-quality microphones, smart audio solutions, and AI-driven speaker tracking ensure consistent and natural sound, making remote participants feel present in the room.

Beyond audio, visual collaboration is critical. Interactive digital tools such as ClickShare’s wireless content sharing, digital whiteboards like Miro, and virtual breakout rooms empower all participants – whether in-person or remote – to sketch ideas, brainstorm, and iterate together in real time.





Common behaviors in creative meetings:

- Behaviors lean toward supporting an ad hoc flow of new ideas and allowing people to offer suggestions without judgment.
- Meeting agendas are informal and often minimal, giving everyone the opportunity to move into unexpected and uncharted areas.
- Engagement is variable.
- Meetings are divergent and open-ended and can be hard to follow with many side discussions.
- People often talk over their colleagues and are poor listeners in their enthusiasm to propose and create.

ClickShare's BYOD (Bring Your Own Device) capabilities allow participants to wirelessly share content from their own laptops, eliminating technical barriers and ensuring everyone contributes with minimal disruption.

For some meeting attendees joining remotely, chat functions and live polling lower the barrier to participation. Data analysis from Microsoft researchers revealed that a majority of participants found the chat function to be a net positive, as it allows meeting participants to engage in the flow of the conversation without interrupting the speaker.

By integrating advanced wireless collaboration tools and BYOD-friendly solutions, organizations can bridge the divide between in-person and virtual participants, ensuring that innovation thrives in hybrid meetings. A well-equipped creative meeting space enables spontaneous idea generation, real-time input, and a seamless experience for all participants, fostering the innovation that drives organizational success.

COMPETITIVE MEETINGS

'Doing things fast'

The "Compete" meeting typology has a 'market' culture that prioritizes results, speed, and competition in high-pressure business environments. These meetings are characterized by strict agendas, a focus on reporting outputs, and a winning mindset that values efficiency over consensus-building. While often energetic and performance-driven, they remain structured and outcome-oriented, with little room for tangents or brainstorming.

Participants in competitive meetings drive performance through data, metrics and accountability. According to Harvard Business Review (2021), high-performance cultures often prioritize measurable outcomes and individual accountability over consensus-building. Similarly, McKinsey (2022) highlights that top-down leadership thrives in environments that demand clarity and precision, though this can discourage diverse viewpoints. The urgency and directness of these meetings align with Standaert's 'making decisions' category, as they often involve solving immediate business challenges, negotiating deals, or setting performance benchmarks.

Technology plays a critical role in ensuring that high-stakes, results-driven discussions are efficient and effective. In these environments, participants need quick access to data, seamless reporting tools, and decision-making support. Wireless collaboration solutions can streamline the process, enabling presenters to instantly share reports, performance dashboards, and real-time data from their personal devices. The BYOD (Bring Your Own Device) approach allows employees to connect using their laptops, ensuring a fast, frictionless transition between speakers and topics. This eliminates delays from technical setup, maintaining the pace and intensity required for competitive meetings.

Live decision-making is a hallmark of high-pressure meetings, and technology can enhance this process. AI-powered meeting summaries ensure that critical takeaways, decisions, and action items are documented and distributed instantly, helping teams stay accountable and aligned.



While technology enables high-convergence discussions, it can also reinforce hierarchical structures. Research by Gartner suggests that virtual and hybrid meetings tend to amplify hierarchy, as senior leaders control the conversation through agenda-driven interfaces. This can result in less participation from junior employees or remote attendees, limiting alternative perspectives.

Elizabeth Leath, Vice President of Employee Experience at asset management firm BlackRock, comments that ‘The most successful meetings are the ones when the hosts realize that they need to give their attention to both online and in-person attendees, and make sure they’re providing equal opportunities for all of the participants’.

Competitive meeting environments are shaped by a results-driven ethos, often facilitated by focused agendas and technology. While such settings can drive success, leveraging flexible, seamless technology can enhance efficiency while ensuring every participant has a seat at the table.

Common behaviors in competitive meetings:

- Behaviors lean toward reporting results, making tough demands of colleagues and celebrating success when it happens.
- Meeting agendas are short and focused, led by senior ‘drivers’ of the business with little scope for alternative views.
- Engagement is medium to low.
- Meetings are highly convergent, concentrating minds on the need to succeed.
- People can be demanding and impatient with colleagues, and poor listeners.
- Failure to engage with the right tools means missing the opportunity to see the commercial picture, share your success and record your results.

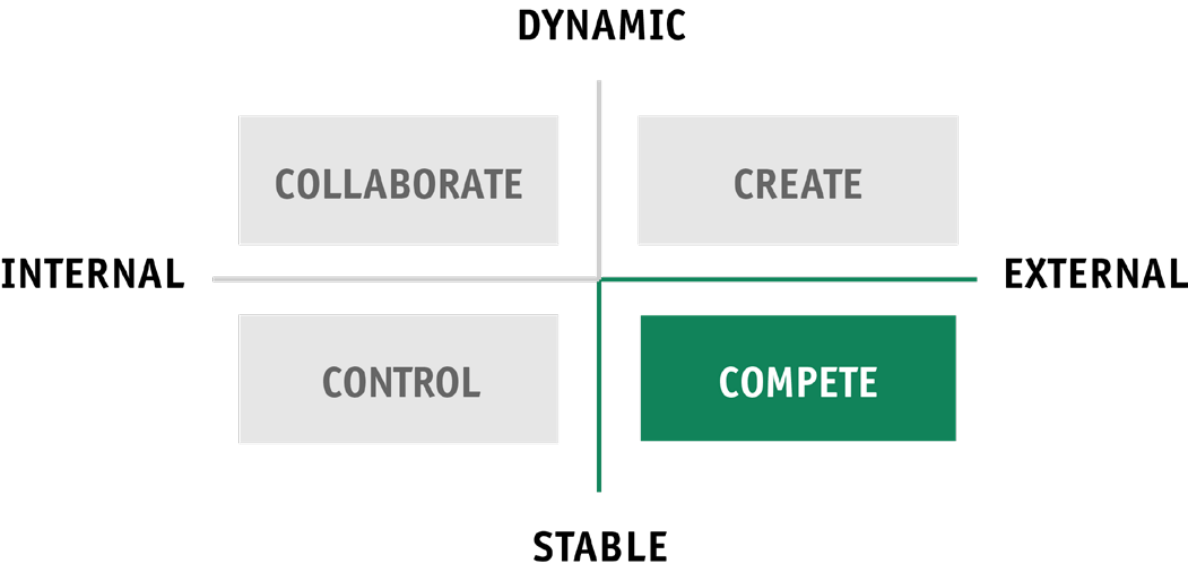
CONTROLLED MEETINGS
‘Doing things right’

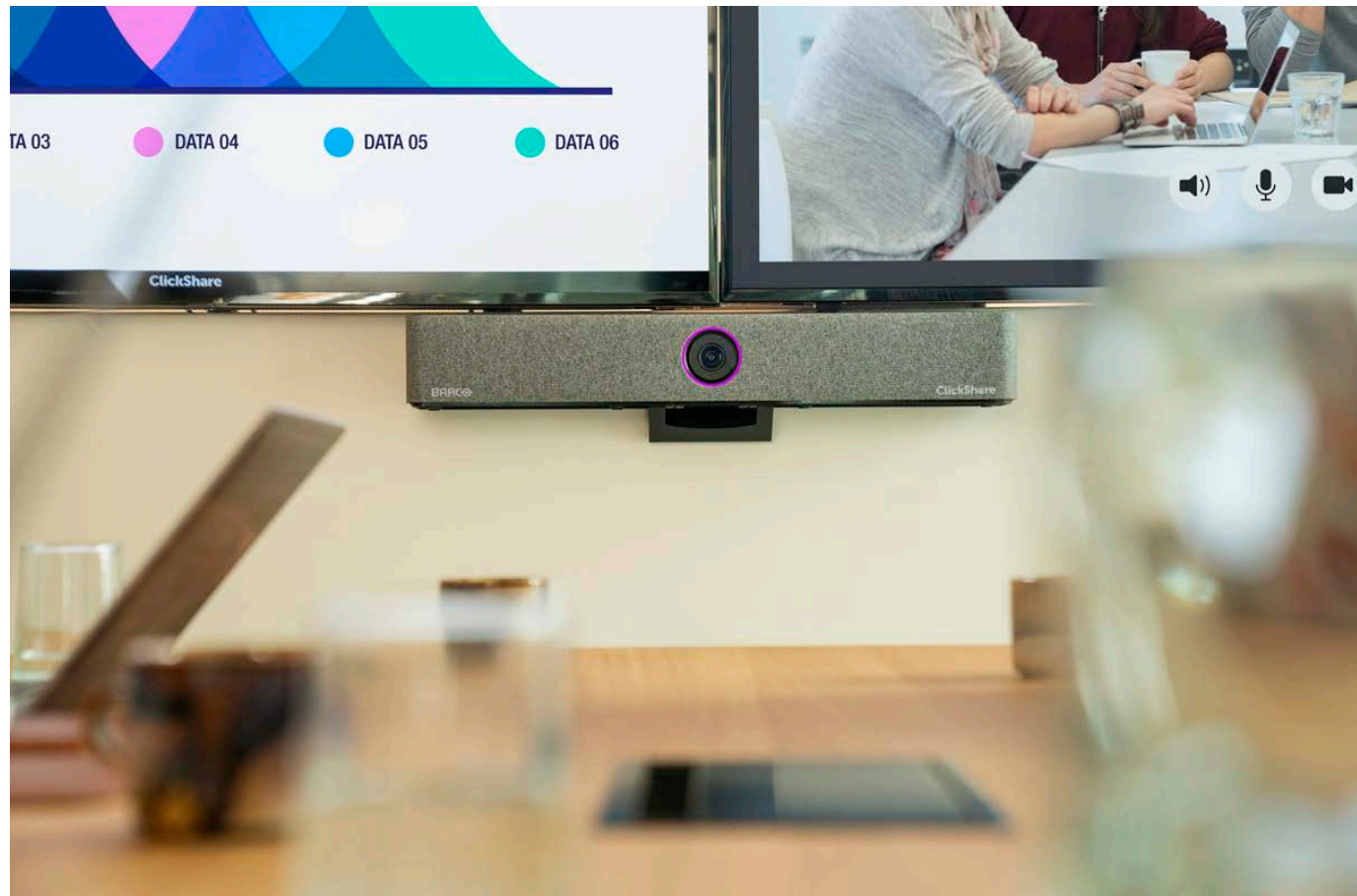
The “Control” meeting typology is supported by a ‘hierarchy’ culture that prioritizes a highly formalized, structured working environment. These meetings are characterized by bureaucracy, procedures, order and efficiency. They are highly stable and typically internally focused, and great value is attached to predictability, project management and smooth execution of tasks.

Research by Canadian academic and author Henry Mintzberg on organizational structures suggests that formalized systems, like those seen in controlled environments, are essential for consistency and risk mitigation but often stifle creativity and engagement. In such meetings, hierarchy determines participation, and individuals contribute only as required by their rank or role.

Hierarchy plays a strong role in these meetings. Data from monitoring and analytics platform Vyopta revealed that 54% of all meetings are hosted by just 10% of employees. These ‘power users’ have an outsized influence on meeting culture, setting the tone for most meetings within the company. In many cases, the power users are also the most senior people in the company.

In controlled meetings the size of the group impacts the behavior. According to research by Dr Amanda Nimon-Peters, a professor of leadership at Hult International Business School, the larger the group, the more unequal relative participation in the team’s discussion will be. In a three-person group, the individual with the highest status will control about 47% of the group’s time, with the second commanding 30%, and the third, 23% of time.





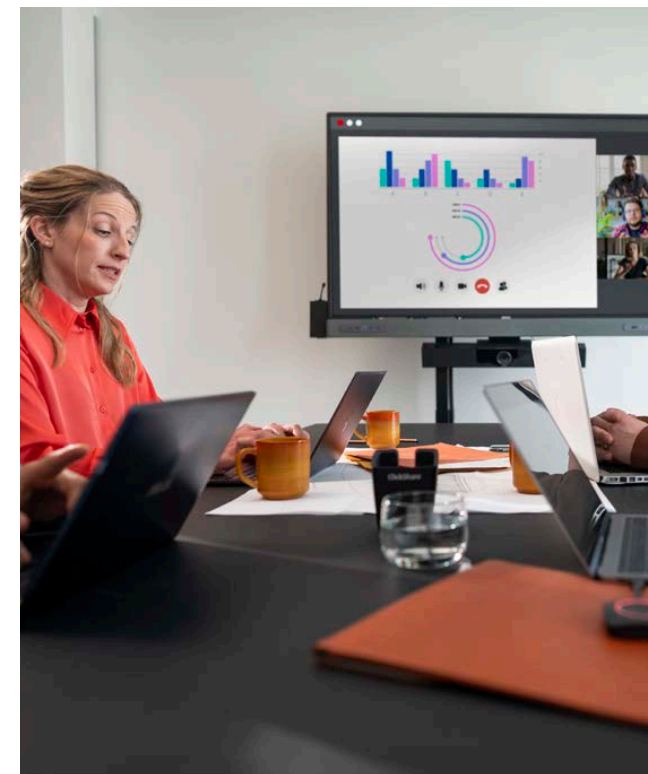
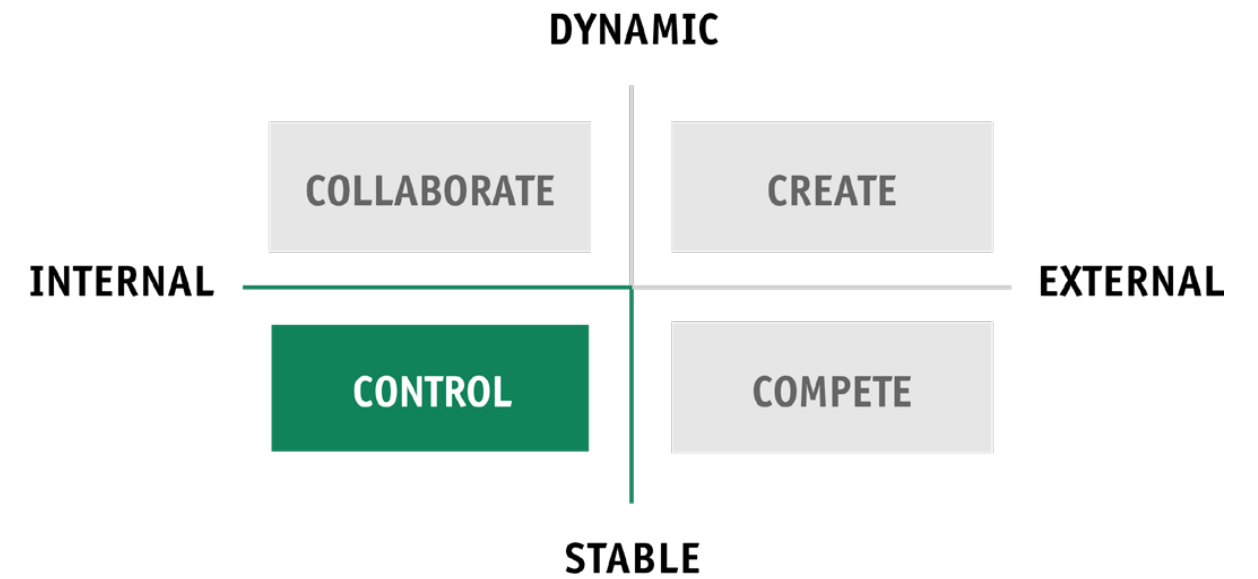
As the group gets larger, the highest status individual will control around half of the conversation with the remaining 50% split between all other participants.

The controlled meeting typology aligns most with Standaert's category of 'communicating sentiments' as a key meeting objective is to 'assert and reinforce your authority, status, and position to your team or others'. Controlled meetings also borrow objectives from the 'making decisions' category where key objectives center on generating buy-in or consensus on an idea.

Hilary Green, director of change management at Canadian-based bank Scotiabank, comments that when implementing changes the value proposition has to be high for employees, and you have to show results. When employees have access to the

Common behaviors in controlled meetings:

- Behaviors lean toward respecting and reinforcing the rules and structures of the organization, with no deviation.
- Meeting agendas are long and formal, determined by the most senior managers in the hierarchy who do a lot of reporting.
- Engagement is low.
- Meetings are convergent and closed, following rigid guidelines with no alternative perspectives or discussions considered.
- People know their place in the hierarchy and listen according to their needs.



information that is driving changes, it can help to ensure a greater buy-in. Controlled meetings are a good environment to communicate that exchange.

Technology in controlled meeting environments plays a pivotal role in enforcing structure. Bringing mobile devices into the meeting allows each participant to view the agenda and documentation. Meeting spaces equipped with fixed seating arrangements and integrated audio-visual systems further reinforce formality.

Technology that supports structured but participative dialogue, such as polling tools or AI summarization, can help balance the structure of these meetings with inclusivity. In addition, solutions like Microsoft Team Rooms can further add to the structure of a meeting as they are intended for one presenter in the room. The physical environment supports this with a more rigid, fixed room set-up.

CONCLUSION

While hybrid meetings promise greater inclusivity and flexibility for all employees, they also expose some of the challenges of equitable participation, effective communication and collaborative decision-making. A key factor in achieving this seamless experience is the integration of AV technology and wireless collaboration solutions. By aligning the right AV setup—such as high-quality displays, smart cameras, and advanced audio systems—with wireless presentation tools like ClickShare, organizations can ensure frictionless transitions between different meeting types, enabling all participants to engage effectively, regardless of location.

This report has explored how meetings can be more intentional and effective by aligning their style, tone, purpose and objectives with the physical and digital environments in which they take place. Using an adaptation of Cameron and Quinn’s ‘Four Cultures Model’, meetings were classified into four typologies – Collaborate, Create, Compete and Control – each with distinct objectives, behaviors and technological needs. Willem Standaert’s framework of meeting objectives provided a further overlay on different meeting types.

While each typology requires a specific spatial and technological setup, they all share one fundamental requirement: seamlessness. Employees move through various meetings in a workday and should not have to relearn technology each time. Instead, the meeting environment must adapt to the employee, not the other way around. This can only be achieved through a flexible, user-centric experience that eliminates technological barriers.

A critical component of seamless hybrid collaboration is the Bring Your Own Device (BYOD) approach, which allows participants to connect using their personal laptops, tablets, or smartphones. BYOD spaces are designed to support this flexibility, integrating wireless and wired connectivity, cameras



and microphones for enhanced video and audio quality, and intuitive interfaces that make joining and controlling meetings effortless. These spaces are especially valuable in hybrid work settings, as they enable employees to connect quickly and collaborate efficiently, regardless of location.

By ensuring that technology is intuitive and accessible, BYOD solutions create one flexible experience across different meeting spaces. This removes the complexity of switching between platforms, allowing discussions to flow naturally and keeping teams focused on their work, not the technology.

Effective collaboration thrives in environments built on trust, inclusivity, and shared purpose—qualities often challenged in hybrid meetings. ClickShare addresses these challenges by integrating both in-room and remote participants seamlessly, ensuring equal engagement and smooth content sharing.

For creative meetings, where innovation depends on fluid idea exchange, ClickShare eliminates barriers that can prevent participation, empowering teams to contribute without limitations. In competitive, high-pressure meetings, where speed and precision matter, it streamlines meeting processes, keeping discussions outcome-driven and minimising disruptions. Similarly, controlled, hierarchical meetings benefit from enhanced clarity and structured communication, ensuring alignment across all participants.

By aligning meeting technology with the needs of different meeting types, ClickShare is a powerful tool that enables organizations to foster equity, engagement, and productivity across hybrid teams. It provides a pathway to intentional, inclusive, and frictionless meetings, bridging the gap between in-person and remote collaboration.

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Contributors

The expert contributors to this report have provided their insights and perspectives based on their expertise and professional experiences. Their participation is intended to enrich the report’s content by offering diverse viewpoints and does not necessarily imply endorsement of any specific product, service, or technology discussed within.

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ClickShare

About ClickShare

ClickShare is Barco's award-winning wireless meeting room system for easy video conferencing, collaboration, and presentation. It connects your laptop wirelessly to the display, audio and video equipment of any meeting space. No cables, no hassle.

Starting a meeting is simple, with just one click on the ClickShare Button or App. Enjoy intuitive user experiences and authentic interactions in meetings where everyone is clearly seen and heard, no matter where they are.

ClickShare ensures user-friendly experiences and meets the highest security and sustainability standards. With regular updates, seamless compatibility and extensive five-year warranty, ClickShare guarantees you are investing in a reliable, future-proof solution.

More info: <https://www.barco.com/en/products/clickshare-conferencing-collaboration>



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