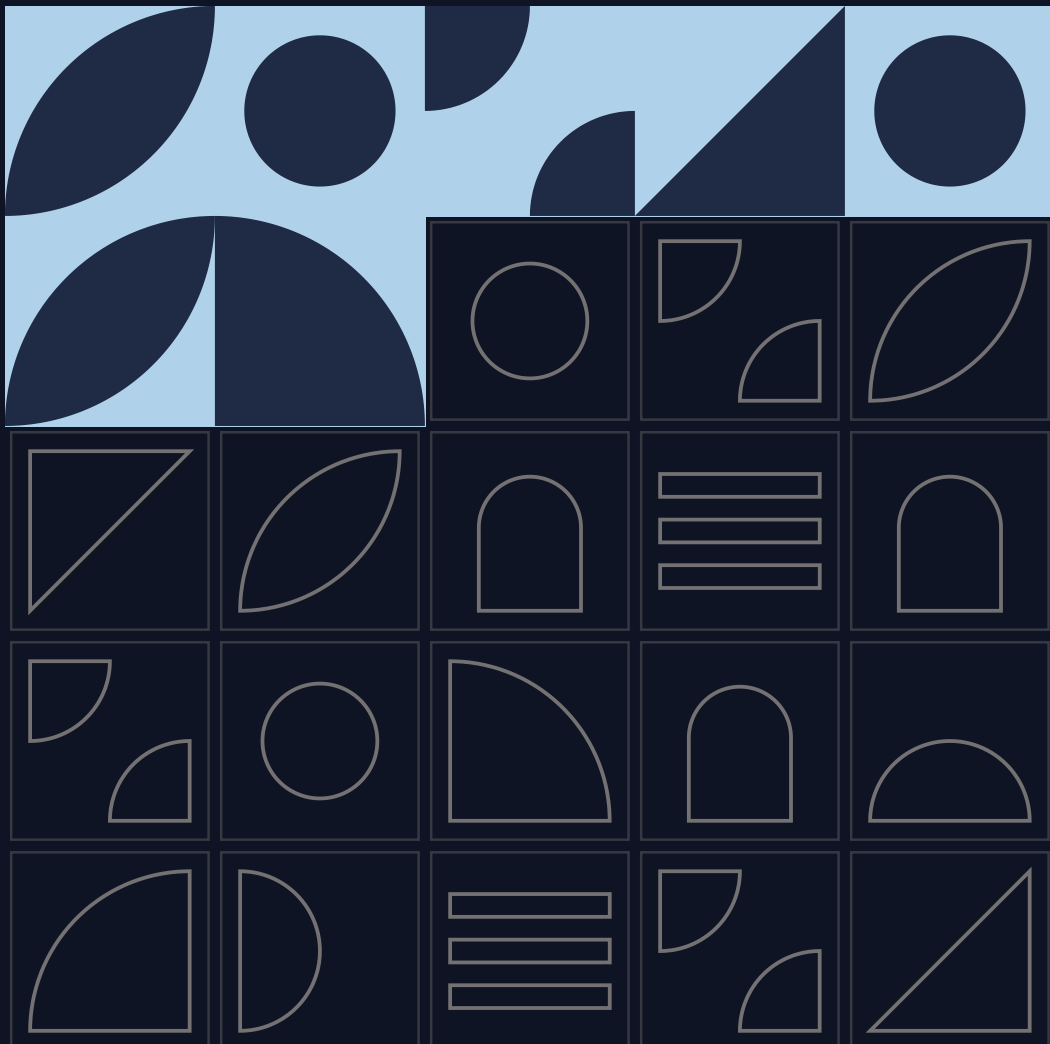


Alone Together on Teams Calls

Workplace loneliness in hybrid India, and the engineered antidote: good-news matching, thank-you ambushes and warm-wishes rounds as a six-week team protocol.

Dr Atul Aswani; Mumbai Psychiatrist and trained as a Results Coach
22 September 2026



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01

Executive summary

Twenty-eight per cent of employees in India felt lonely for a lot of the previous day — six points above the global rate. Connection reps — practices that, by design, touch another person — put back what the office floor used to give for free.

Hybrid work in India is not a mood. It is an architecture. A new analyst in Bengaluru used to meet the finance lead in the canteen queue, hear about a project in the lift and catch a nod from the facing desk. No policy made those weak ties. They left with the badge reader. Her week is now a calendar of mute buttons.

A field study of 672 employees found that workplace loneliness predicts lower job performance, through lower approachability and lower commitment. People already share good news on most days. Teams that do not design for it fail to meet that news with energy. Senders of thank-yous expect awkwardness. Recipients report surprise and warmth.

This paper treats employee connection on hybrid teams in India as a countable practice. It offers a six-week, opt-in protocol: Match the Firecracker, the Thank-You Ambush, Warm-Wishes Rounds, Build Your Home Base, and Comeback On the Record. The metric is reps that touched another person. The employer sees counts, streaks, vocabulary breadth and participation — never a confession. Rituals are opt-in. No one is asked to disclose a private feeling.

02

The problem in India

Workplace loneliness hybrid work, measured

Gallup's State of the Global Workplace: 2026 Report asked employed adults a blunt daily question: did you feel lonely a lot of the previous day? In India, 28 per cent said yes. The South Asia rate was the same. The global rate was 22 per cent. India also posted daily sadness at 36 per cent against a global 23 per cent, and a thriving rate of 17 per cent against a global 34 per cent. Engagement in India sat at 23 per cent.

That is the India number. It is not a clinical score. It is a yesterday-item, asked of working adults. It is the cleanest official figure a CHRO can put on a slide.

Work location still moves the needle, though the gap has narrowed. In Gallup's 2024 global cut — the last year with a clean published remote-versus-office contrast — fully remote employees reported 25 per cent daily loneliness,

hybrid 21 per cent, and on-site 16 per cent. By the 2026 global cut the exclusively remote and hybrid rates had converged at 24 per cent; on-site remote-capable staff sat at 18 per cent. Younger workers remain slightly lonelier than older ones. Unemployment is lonelier still. Work itself is protective. Disengaged work is not.

A second India figure, asked a different question of a different sample, lands in the same neighbourhood. Compass Group India, working with Mintel on the Power of Socialisation study, surveyed 2,000 people in India as part of a 37,000-person, 21-country sample. Half of the Indian employees said they felt lonely or isolated at work. Gallup measures a day. Compass measures a workplace state. Keep them in separate rows. Do not average them.

**Hybrid is common.
Connection is not.**

Hybrid is no longer an experiment in Indian professional services and technology. ADP Research's People at Work 2025 press note for India put the split at 50 per cent on-site daily, 36 per cent hybrid and 14 per cent remote. Engagement in that sample had fallen to 19 per cent, from 24 per cent a year earlier. Hybrid staff were engaged at 19 per cent; remote staff at 8 per cent; on-site staff at 21 per cent. Location flexibility did not, by itself, produce attachment.

ETHRWorld's Workplace Trends 2025 survey of more than 250 HR leaders across India and Asia found 53 per cent of organisations formally hybrid — and 41 per cent of those organisations struggling with disengaged employees. Of the people who voluntarily come back to the office, 78 per cent say they do it to reconnect with colleagues. They are not coming for the Wi-Fi.

NASSCOM and Indeed's Future of Work 2024 report found about 60 per cent of responding technology organisations still running a hybrid model, with 73 per cent of respondents on a three-or-more-days-in-office pattern. Career progression is the official reason given for the office day. Stronger cultural connection sits on the same list. The policy assumes that presence produces belonging. Presence produces proximity. Belonging is a separate product.

BSI's 2025 Global Workforce Entrants Study, with ResPublica, asked people who joined the workforce during or after the pandemic. In the India cut, 30 per cent preferred hybrid work and 25 per cent preferred fully remote work. Seventy-three per cent of Indian respondents said a hybrid job should have prescribed anchor days. Forty-nine per cent of those already remote or hybrid in India said they would look to leave if forced fully on-site. People want a floor under the chaos. They do not want a five-day sentence.

JLL's Workforce Preference Barometer 2025, with 626 India respondents inside a 31-country sample, found 83 per cent of Indian employees positive toward a return-to-office mandate — and 40 per cent at risk of leaving within a year. That is the hybrid paradox in one pair of numbers. The office idea is popular. The lived week is still thin.

**The global frame, kept
in its lane**

The United States Surgeon General's 2023 advisory, Our Epidemic of Loneliness and Isolation, is the global frame, not an India prevalence claim. About one in two American adults had reported loneliness in recent years.

Lacking social connection raises the risk of premature death on a par with smoking up to 15 cigarettes a day. Poor connection is associated with a 29 per cent higher risk of heart disease and a 32 per cent higher risk of stroke. In older adults, chronic loneliness and isolation are associated with about a 50 per cent higher risk of dementia. Absenteeism attributed to loneliness costs American employers an estimated \$154 billion a year. The advisory tells workplaces to treat social connection as a strategic priority and to examine how hybrid and remote arrangements change the chance to connect, inside work and outside it.

Ozcelik and Barsade (2018) took loneliness out of the clinic and into the performance file. In a time-lagged field study of 672 employees and 114 supervisors across two organisations — a public municipality and a private firm — greater workplace loneliness predicted lower supervisor-rated job performance. The path ran through two everyday facts: lonelier people were rated less approachable by colleagues, and they felt less affectively committed to the organisation. A work-group culture of companionate love — ordinary warmth, not a poster — weakened the damage to commitment. A culture of anger, and a work group that was itself lonely, made it worse. Loneliness is contagious in the direction you do not want.

Table 1. Workplace loneliness and hybrid work — India against comparators

Source	Place	Finding	Year
Gallup SOGW 2026	India	28% lonely a lot of the previous day	2026
Gallup SOGW 2026	Global	22% daily loneliness; South Asia 28%	2026
Gallup SOGW 2026	India	Sadness 36% (global 23%); thriving 17% (global 34%)	2026
Gallup SOGW 2024	Global	Remote 25% / hybrid 21% / on-site 16% daily loneliness	2024
Compass × Mintel	India	50% feel lonely or isolated at work (n = 2,000 in India)	2025
ADP People at Work	India	On-site 50% / hybrid 36% / remote 14%; engagement 19%	2025
ETHRWorld Trends	India / Asia	53% of organisations hybrid; 41% of those report disengagement	2025
ETHRWorld Trends	India / Asia	78% who return voluntarily do so to reconnect with colleagues	2025
BSI Entrants Study	India	Prefer hybrid 30%, fully remote 25%; 73% want anchor days	2025
NASSCOM–Indeed	India tech	~60% of firms still hybrid; 73% on 3+ office days a week	2024
JLL Barometer	India	83% positive on RTO mandate; 40% at risk of leaving in a year	2025
Ozcelik & Barsade	US field	Loneliness → lower performance via approachability and commitment; N = 672	2018
US Surgeon General	US frame	~1 in 2 adults lonely; 15-cigarette mortality analogue; \$154bn absenteeism	2023

Notes. Gallup items are yesterday-feelings among employed adults. Compass asks about loneliness or isolation at work. Do not collapse the two. US figures are a global frame, not an India rate.

Behind the numbers sits an ordinary scene. A project manager in Gurugram used to walk past the design bay on her way to the water cooler. Someone would call out a question. She would stop for two minutes, and a stuck

handover moved. Now she is a floating head on a video tile, and the handover waits for Thursday's call. Hybrid India did not abolish colleagues. It abolished the corridor. The corridor was doing unpaid work.

03

Why current approaches fail

Forced fun

The Friday quiz does not scale across 23 languages, three time zones and a mute button. Forced fun treats loneliness as a deficit of entertainment. It is a deficit of designed contact. People can smell an obligation wearing a party hat. The ones who already feel outside stay outside, now with a camera-on policy attached. Participation becomes a performance review in costume.

No one thinks their way into belonging at an event they did not choose. On Friday a sales manager in Chennai sits through the quiz and learns nothing about anyone. On Monday a teammate says her client renewed. He asks two questions about how she won it. A quiz is not a value. Showing up for a colleague's good news is.

Virtual happy hours

A virtual happy hour copies the shape of an evening and none of the physics. There is no shared air, no accidental collision, no way to leave a knot of three people and join another without drama. The extraverts fill the airtime. The rest practise a smile. At the end, nobody can say who touched whom. There is no count. What is not counted does not survive the next sprint.

Connection left to chance

This is the expensive failure. Leaders assume that hybrid plus goodwill will reproduce the old floor. It will not. In machine-learning terms, co-location was an implicit regulariser. Take it out and the model overfits to tickets. Weak ties — the ones Granovetter taught us carry jobs, rumours and belonging — were a by-product of architecture. Hybrid turned them into a feature request. Features that are not specified do not ship.

Ozcelik and Barsade showed the loop. The lonelier employee becomes less approachable. Colleagues notice. Fewer resources flow. Performance falls. Commitment falls. The work group, if it is itself thin on warmth, accelerates the slide. You cannot coach your way out of a loop that the week keeps reinforcing. You change the week.

Return-to-office mandates try to buy the old free feature back with a badge. JLL's India numbers show the limit of that purchase: people like the idea of the office and a large minority are still ready to leave. ETHRWorld's 78 per cent tells you what they would actually buy if you sold it — reconnecting with colleagues. Sell that. Do not sell pizza.

04

The emotional-fitness model applied

PULL QUOTE

Seventy-eight per cent who voluntarily return to the office do so to reconnect with colleagues.

EmotionApp treats emotional fitness the way a gym treats a squat: a named move, a countable rep, a streak, no confession required. The platform is a non-clinical coaching service for Indian professionals. Positive-psychology techniques arrive as daily reps. An AI coach can hand off to a human. Delivery is WhatsApp-first. Twenty-three Indian languages are in the brew. Data stay in India and are handled under the Digital Personal Data Protection Act. The operating company, Tranquilo Meditek Sytems Private Limited, builds under ISO 9001 and ISO 13485. The legal boundary is plain. This is not diagnosis. This is not treatment. This is not therapy.

Connection reps are the subset that, by design, touch another person. A journal entry that never leaves the phone is a useful private rep. It is not a connection rep. The test is mechanical. Did the practice make contact?

Match the Firecracker

When someone shares good news, respond with energy and two genuine follow-up questions before you talk about yourself. That is the whole move. Gable, Reis, Impett and Asher (2004) called the underlying process capitalisation: telling another person about a personal positive event and drawing extra benefit from the telling. In their first diary study, people shared their most positive event of the day on 70.8 per cent of days. On sharing days, positive affect and life satisfaction rose above and beyond the importance of the event itself. The extra lift arrived when the listener responded actively and constructively — with energy, not a nod, not a pivot, not a dampener. Passive-constructive responses, the warm-but-flat “that’s nice”, tracked with poorer relationship outcomes. How you meet good news predicts the bond more tightly than how you meet bad news. The firecracker is the good news. Matching it is the rep. Count: firecracker responses logged.

The Thank-You Ambush

Write one concrete, specific thank-you to one person who mattered — and send it. Felt gratitude fades. Delivered gratitude lands. Kumar and Epley (2018) asked people to write a gratitude letter and predict how the recipient would feel. Recipients then reported the actual feeling. Senders underestimated surprise and positivity. They overestimated awkwardness. In Experiment 1 the miscalibration on surprise-at-receiving was large ($d = 0.68$). Expected awkwardness predicted willingness to send. The barrier is a forecast error, not

a character flaw. The ambush is small, specific and opt-in. Contact should feel safe and wanted. The sender may keep the note unsent, choose someone else, or stop. Leave room for no reply. Count: thank-yous delivered.

Warm-Wishes Rounds

Sit for five to ten minutes. Send goodwill phrases first to yourself, then to a person you love, then to a neutral person, then outward. The team version is shorter and quieter. Sixty seconds. No sharing required. No one is asked to name a feeling in the room. Rehearsed goodwill widens warmth from the inside out. The radius grows with rounds. Count: rounds and minutes.

Build Your Home Base

Each person names two or three colleagues as a home base — a small, stable set they may message about something other than a ticket. One light check-in a week. “I shipped the deck.” “I am blocked on vendor X.” Not “how are you really?” The pair is opt-in on both sides. This is the engineered substitute for the desk that faced a friend. It works by doing, not by analysing: a tester in Kochi sends one line on Tuesday and gets a joke back before lunch. In entrepreneurial terms it is a key-account list for belonging. Count: home-base touches.

Comeback On the Record

When someone returns from leave, travel, illness or a quiet stretch, the team spends sixty seconds on a welcome that names the work they return to, not the reason they were away. “We held the client call. The draft is in the folder. Glad you are back.” No disclosure prompt. No performance review dressed as care. The absence is marked as a return, not as a gap to be explained. Count: comebacks marked on the record.

A team card of connection reps

Print one card. Five moves. One line each. The count beside the name. The card lives in the team channel, not in a wellness portal nobody opens. At week six each person picks one move to keep. The card is a menu, not a mandate. Two people on the same sprint can go a month without trading a word that is not a ticket. The card is how they meet on purpose.

Table 2. Team card — connection reps

Rep	The move	What counts
Match the Firecracker	Energy + two follow-up questions before you speak about yourself	Firecracker responses logged
The Thank-You Ambush	One specific thank-you, sent, opt-in	Thank-yous delivered
Warm-Wishes Rounds	5–10 minutes of goodwill, self then outward; team version 60 seconds, silent	Rounds and minutes
Build Your Home Base	Name 2–3 colleagues; one light weekly check-in; no disclosure prompt	Home-base touches
Comeback On the Record	60-second welcome that names the work, not the absence	Comebacks marked

All five are opt-in. None asks for a private feeling. A rep that does not touch another person is not a connection rep.

05

The six-week team calendar

One named rep each week. One five-minute meeting ritual every standing meeting. One metric: reps that touched another person. The ritual is the same shape every time so it does not consume the meeting. It is a warm-up, not the agenda.

The five-minute meeting ritual

Minute one: the lead names the week's rep and reminds the room it is opt-in. Minute two to four: anyone who wants to may offer one firecracker, one thank-you already sent, or one home-base touch. No one is called on. No one is asked how they feel. Minute five: the lead logs the count in the open — number of reps, not names of feelings — and starts the work. If the room is silent, the ritual still happened. Silence is a legal answer.

Table 3. Six-week calendar

Week	Named rep	Five-minute ritual	Metric
1	Match the Firecracker	Lead models one good-news match	Firecracker responses
2	The Thank-You Ambush	Anyone may name a thank-you already sent — not the text	Thank-yous delivered
3	Warm-Wishes Rounds	60 silent seconds. No share-out.	Rounds completed
4	Build Your Home Base	Pairs confirm, opt-in. One check-in due this week.	Home-base touches
5	Comeback On the Record	Mark any return. If none, mark a quiet week without interrogation.	Comebacks marked
6	Team card — pick one to keep	Each person names the one rep they will continue	Kept reps + weekly total

The metric never includes a feeling score. It is a count of contacts.

Week six is a lock-in, not a finale. Entrepreneurship is a habit of shipping the next small thing. The team ships one kept rep into week seven. Streaks beat launches.

06

Measurement

A dashboard that holds no clinical data is not a thinner dashboard. It is a more honest one. Counts, never confessions.

What the employer sees

- Rep counts, by team and by week: firecrackers, thank-yous delivered, warm-wishes rounds, home-base touches, comebacks marked.
- Streaks: consecutive weeks with at least one connection rep per participating person.
- Emotional-vocabulary breadth: the number of distinct feeling-words used in optional Name-It-to-Frame-It reps. Breadth is a skill measure, not a mood score. A wider lexicon travels with steadier self-regulation. The words themselves stay with the person.
- Participation: share of the team that logged at least one opt-in rep that week. Silence is not scored as failure. It is scored as not-this-week.

Leaders see the shape of practice. They do not see who is lonely. They do not see a traffic-light of inner life. That is the point.

What the employer never sees

- The text of a thank-you.
- The identity of a home-base pair, unless both people choose to make it visible to the lead.
- Any clinical score, screening result or diagnostic label. There are none on this system.
- Private notes, journal entries, or the content of an AI-coach conversation.
- A “loneliness percentage” for a named employee.

Data reside in India. Processing follows the Digital Personal Data Protection Act. Retention is short and purpose-bound. A coach hand-off is a human conversation the person requested, not a file the employer opens.

The legal boundary, said once more so it cannot be missed: EmotionApp is not a clinical service. It does not diagnose, treat or offer therapy. A dashboard that refuses clinical data is how that sentence stays true under audit.

07

Implementation

Ninety days is long enough to install a habit and short enough to keep a CHRO's attention. Ownership sits with the team lead for the ritual and with People for the rails. The vendor supplies the card, the count and the coach. The employer supplies the permission.

Table 4. Ninety-day plan

Week	Owner	Action	Metric
0	CHRO / People	Name the boundary. This is fitness, not a clinic. Confirm DPDP and India residency. Brief legal.	Written boundary note signed
1	People + vendor	Pick two pilot teams. Issue the team card. Opt-in briefing. No mandate.	Two teams briefed; opt-in rate
2–3	Team lead	Weeks 1–2 of the protocol: Firecracker, Thank-You Ambush.	Reps that touched another person
4–5	Team lead	Weeks 3–4: Warm-Wishes, Home Base.	Rounds + home-base touches
6–7	Team lead	Weeks 5–6: Comeback, card lock-in.	Kept-rep rate
8	People	Read the dashboard. Do not add a feeling survey. Decide expand or stop.	Pilot participation and streak
9–10	People + leads	Expand to the next five teams, or stop cleanly. No quiet fade.	Teams live / teams stopped
11–12	CHRO	Report counts upstairs. Report nothing clinical. Set the quarterly cadence.	Quarterly connection-rep rate

If a team declines, that is a complete answer. Forced connection is just forced fun with better branding.

08

One-page checklist the reader can run this week

Do these in order, starting Monday. None of them requires a budget meeting. A team lead can do the first three before lunch.

- Write one sentence to the team: connection is optional, countable and non-clinical.
- Put the five-rep card in the team channel. Do not put it in a wellness portal.
- Add a five-minute ritual to this week's standing meeting. Protect the last 25 minutes for work.
- Model one Match the Firecracker yourself when good news appears. Two questions. Then stop talking.
- Send one Thank-You Ambush. Specific. Short. Sent. Leave room for no reply.
- Ask, in writing, who wants a home-base pair. Accept every no.
- If anyone is returning this week, mark the comeback on the record. Name the work, not the absence.
- Log the count in the open: number of reps that touched another person. No names of feelings.
- Tell People what you will not collect. Put Tele-MANAS 14416 in the footer of the note.
- Book week two. Streaks beat launches.

09

FAQ

Q1 Is this a mental-health programme?

No. EmotionApp is emotional-fitness coaching, not a clinic. It does not diagnose, treat or offer therapy. The only number on the team dashboard is a rep count. Crisis care in India sits with Tele-MANAS on 14416, not with a six-week card.

Q2 Will this work for a team that is already tired of wellness?

Yes, if you drop the pizza. ETHRWorld found 78 per cent of voluntary returners come back to reconnect, not to be entertained. One five-minute ritual and one countable rep is the whole ask. Tired teams will forgive short. They will not forgive fake.

Q3 What if people refuse to opt in?

They keep their job and their silence. Forty-nine per cent of remote or hybrid workers in BSI's India cut would leave if forced fully on-site; force is already expensive. An opt-in rate is a metric. A coerced rate is a liability. Start with whoever starts.

Q4 How is this different from a gratitude survey?

A survey collects a feeling. A Thank-You Ambush delivers a message. Kumar and Epley showed senders underestimate recipient surprise at $d = 0.68$ and overestimate awkwardness. The work is the send, not the score. Felt gratitude fades. Delivered gratitude lands.

Q5 What does the CHRO actually get at day 90?

A two-team pilot, a six-week calendar completed or cleanly stopped, and a count of reps that touched another person. Gallup's India figure stays 28 per cent until the week changes. The dashboard shows whether this team practised contact — nothing more.

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