



Hybrid Working - Running a Team Session

This outline will help you run a session with your team to identify the behaviours that you need to make hybrid working a success, and avoid misinterpretation and miscommunication.

ACTIONS	NOTES	✓
Pre-		
Book a meeting in the diary when all your team can attend (c.1.5-2 hrs)	<ul style="list-style-type: none"> ▪ Ensure you have space for some small group-work if meeting in person / breakout rooms functionality if meeting virtually 	
Materials	<ul style="list-style-type: none"> ▪ Flip-chart & flip-chart pens / virtual white board that all attendees can annotate 	
At Session		
Introduction	<ul style="list-style-type: none"> ▪ Scene setting & context <ul style="list-style-type: none"> - Return to office / launch of hybrid principles - New ways of working required – more than just about spending some time working at home - Team responsibility for making this a success – ensuring we can all benefit from the flexibility the framework allows and deliver productively on our objectives 	
Enablers & Barriers c. 60 mins	<p>Purpose:</p> <ul style="list-style-type: none"> ▪ To identify enablers and barriers to hybrid working in our team ▪ In order that we can build on benefits and minimise barriers <p>Suggested Exercise</p> <p>Divide your team into 2 groups and give them 10 mins to brainstorm. Tell them to consider their experiences before Covid and of remote working during the pandemic to inform their work:</p> <ul style="list-style-type: none"> - Group A: Identifies the enablers of hybrid working that are present for the team (could be practical things like technology, or team characteristics like level of experience / existing strong relationships) - Group B: Consider the barriers to hybrid working that are present for the team (could relate to the activity that the team delivers e.g. minimal in-person office cover is required, or could be specific challenges e.g. inducting new joiners) 	



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	<p>The next part of this exercise builds on this (allow 20 mins):</p> <ul style="list-style-type: none">- Group B is then asked to look at the enablers that Group A has identified and consider how to apply them successfully- Group A is asked to consider the barriers Group B has identified and recommend ways to overcome these barriers <p>Then in (20 mins) plenary share the feedback from both groups and summarise, with a focus on how to make it work – which will feed into the next session.</p>	
Defining Protocols / Team Charter	<p>Purpose:</p> <ul style="list-style-type: none">▪ To agree and document the behaviours and expectations for our team’s hybrid approach <p>Suggested exercise (30-40 mins)</p> <ul style="list-style-type: none">- Explain that we need to agree our team Hybrid Working behaviours to make the transition back to the office smooth and ensure effective ways of working.- You may want to share the examples of misinterpretation arising in a hybrid work environment, from the Line Manager workshop, to bring to life for the team the need to discuss behaviours- Start by taking any relevant outputs from the previous exercise (have these ready documented on flip / in working document)- Consider additional points that you may want to capture:<ul style="list-style-type: none">○ How to communicate with remote workers? (email/call/slack)○ What response times do we expect within the team?○ How will we ensure someone is available in the office when needed?○ What diary / other tools should we all consistently use to show our availability?○ How will we raise concerns?○ How can we look out for our own and others’ wellbeing?- This list will form the basis of a hybrid working protocol / team charter for your team	



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Actions & wrap up	List and assign any actions that have arisen throughout the session	
Post-	Closing remarks Follow-up: <ul style="list-style-type: none">- Consider a creative way of agreeing and presenting the Hybrid Working Protocol / Team Charter.- How will you incorporate this into induction for new joiners to the team?- Each team member to consider his/her own way of responding and role modelling – what will you see, and hear team members doing?	

Notes: