**Hybrid Working Conversations**

We recommend all teams have three key conversations:

**Our Team: questions to help you:**

* Which of the UoM hybrid categories apply to our team?
* What activities that we undertake have added value by being undertaken on campus?
* What type of work in our team can effectively be undertaken remotely? This might include collaboration, meeting colleagues, attending events or undertaking learning opportunities.
* What type of activity, undertaken by our team and roles, is most effective when and where?
* Do we need to organise work differently to support hybrid work? For example, separating the different types of activities so they are done on different days.
* What technology do individuals in the team need to work on and off campus?
* What skills do individuals in the team need to work on and off campus?
* How do we need to change our working practices to work effectively in a hybrid way?
* Are there any potential challenges associated with working in a hybrid way – and how can we overcome them?
* Are there working practices we need to consider in order to maintain wellbeing?
* Who else do we need to engage with or consult about our approach?

**Our Charter: an exercise to help you:**

This exercise is to help teams and groups to think about the principles of hybrid and remote working for their specific context and role types. Before completing this exercise participants should familiarise themselves with University policies and guidance on flexible and hybrid working [add links later].

Facilitator note: if this session is running online, some of the prompt questions may be sent in advance for prior reflection. In an online session facilitators may also wish to make use of padlet.com for capturing comments and ideas.

Allow 90 minutes for this activity.

Step 1

Ask each group member to reflect on their own personal experiences of remote working or working from home during the pandemic. This should be done individually to begin with.

* *Whilst working from home during the pandemic, what worked well for our team?*
* *Whilst working from home, what helped us to be effective?*
* *What hindered working from home during the pandemic? Where would we need to improve for us to work remotely in the future?*
* After everyone has had the opportunity to reflect individually, ask people to briefly share their thoughts either in pairs or with the wider group depending on numbers.

Step 2

Individually to begin with (or in pairs depending on numbers), ask each group member to think about what would make hybrid or remote working effective for their particular team or area of the University. Consider the questions below:

* *When do we need people to be on campus to meet the needs of colleagues or students?*
* *Which aspects of our work require in-person / on campus delivery?*
* *What do we want to come to campus for and how often?*
* *To what extent does everyone need to be on campus at the same time?*
* *How should we communicate effectively whilst working in a hybrid way?*
* *What team rules or ways of working would support hybrid working?*
* *What are the potential risks or problems that may arise from hybrid or remote working? How can we avoid or mitigate these?*

After everyone has had the opportunity to reflect individually or discuss in pairs, ask people to briefly share their thoughts and ideas with the wider group, depending on numbers. Capture these in a visual space so that everyone can see them.

Step 3

Ask the group to have a quick fire idea generation session to come up with team principles for hybrid and remote working. Capture these in a visual space, either physically or virtually.

Step 4

Ask people to dot vote for the ideas from part 3 that they think should be adopted or taken forward for further discussion. Each person simply puts real or virtual dots onto the suggestion. Ask them to place 1 dot on the principles that they like, and 2-3 dots on the principles that they really love. Discuss the areas with the most dots – these should normally be the team principles.

Step 5

Ask for a volunteer to draft the team charter. Share this afterwards, ideally in a collaborative space like MS Teams so people can discuss and propose amendments. Consider a pilot of the new charter for a set time period – and then review and adapt as required.

**Our communication: an exercise to help you**

Successful hybrid working is built on effective communication. Communication in a hybrid team needs to be more intentional as their might be fewer casual or ad hoc conversations in the office. All members of staff need access to information in able to do their jobs effectively, whether they are working at home or on campus. Each team member also has to take personal responsibility for effective communication.

How a hybrid team needs to communicate will vary depending on its size, the nature of the roles in the team and the specific type of hybrid working being undertaken.

Consider working through these questions as a team in order to establish your team’s communication principles:

* What informal and information methods of communication do we use now? How do we communicate at our best?
* Where do we have any communication gaps or challenges now? What are the circumstances where we don’t communicate well?
* What information do we need to share?
* How can we ensure that everyone receives the information that they need to do their job effectively?
* How can we ensure that people who are working remotely are included in communication?
* How often do we need to meet face to face?
* What do we want to use our team on campus face to face time for?
* How often do we need to have additional meetings?
* Which technology platform do we want to use for our meetings?
* What technology platform do we want to use for asynchronous team communication?
* What information should we share in person (either in a face to face or online meeting) and what should we share asynchronously?
* Other than meetings, how else should we communicate?
* How should we deal with general or status updates?
* What barriers to communicate might we have in our team, and how can we address these?
* What are our personal responsibilities for effective team communication?
* How will we record information and where do we share it? (For example, minutes or actions).
* In our meetings, how do we ensure a consistent experience for all attendees, whether they are in the office or remote?
* How can we ensure that our communication choices are consistent with wellbeing and work life balance?

After working through the answers to these questions, document your key principles and agreements and share them with everyone in the team. Review them periodically to make sure that they continue to be effective and share them with any new team members.

