

Future ways of working – Team Talk Guide

Working in a hybrid way will be different for every team, even with our new 40/60 approach.

We're now looking to evolve our approach to hybrid working and recognise that our continued success requires a blend of both home and 'office' working, with some clearer guardrails. As such, with effect from 1 July 2022, we're asking everyone, in a given month, to spend a minimum of 40% of their working time in 'the office', this can mean Carnival House, one of our site offices or suppliers as well as time spent travelling with the remaining 60% of their time at home.

About the team talk

We are asking all people managers to lead a discussion with their team that'll support our evolution in hybrid working. There's no one size fits all solution and that's why this conversation is just the start of our journey to experiment, **learn** and **improve**.

This document will help you prepare and guide you through facilitating your team discussion.

During your team talk, you'll agree as a team...

- How you'll continue to work effectively in a hybrid environment and in line with the 40/60 approach
- How your team meetings, interactions and collaborations will work when some people are remote and others are in the office
- How you'll make sure your ways of working are inclusive to everyone in the team, no matter where they work
- How you'll check in and follow up to make sure it's working for everyone.

Preparing for your team talk

Supporting materials

- Effective meetings guide

To help you prepare for the discussion, think about the following:

Before the session

- Consider any existing hybrid working arrangements in place which were established in May/June 2021 when we began our hybrid journey
- Consider the [culture essential behaviours](#) so you can create an open, honest and respectful environment.
- Read through the supporting materials, the effective meetings guide and anticipate any questions and challenges your team may have.
- Depending on your team, you may prefer to break the team talk into several bitesize sessions.
- Send the supporting materials to your team before the session, along with the topics you intend to cover, so they feel prepared.



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During the session

- As the manager, you are there to lead the discussion, you don't need to know all the answers. Encourage your team to do most of the talking and use open questions to invite different people to **speak up** and share their perspectives on how things could work.
- Think about the unintended impacts of any decisions you make as a team. For example, if you agree to have a team check in every Tuesday, how would that impact the team member who has caring responsibilities that day? Think about how you can mitigate this, for example, by inviting team members to discuss 1:1 after the meeting if they would prefer.
- **Seek to understand everyone's views** and draw in quieter members of the group. Make sure no one dominates the conversation, otherwise you will lose vital perspectives.
- Consider booking in a follow up session to give your team members time to reflect on the discussion. You don't need to make all the decisions in one go.
- Agree when and how often you'll follow up together. **Listen** to this feedback and be open to trying new things, so the team can continually **learn** and **improve**. We're experimenting so not everything will work and that's okay. It's important that this team talk is just the start of many conversations.
- As we have said previously, we also need to remember that experimentation may need to change over time as our approach to hybrid working evolves.

Here's how you could structure your team talk

The following is a guide only and not all of the points or questions will need to be discussed. Please use this guidance in the most appropriate way for your team.

Why we're here

- We're now looking to evolve our approach to hybrid working and recognise that our continued success requires a blend of both home and 'office' working, with some clearer guardrails. As such, with effect from 1 July 2022, we're asking everyone, in a given month, to spend a minimum of 40% of their working time in 'the office', this can mean Carnival House, one of our site offices or suppliers as well as time spent travelling with the remaining 60% of their time at home.
- Working in a hybrid way, even with our 40/60 approach will look different for every team.

About today's session

- We're going to have a discussion around how we can work effectively as a team.
- We'll all have different perspectives and ideas – that's okay – I'd like to hear them all. Equally, if you'd prefer to share your thoughts with me after this meeting, then that's okay too.
- We'll agree how we want to work as a team in a hybrid environment – but we may want to take some time to reflect on this.

Questions you could ask

- Does anyone have any questions specifically around the concept of hybrid working, our 40/60 approach and our principles of realistic, healthy and fair?



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2. How we'll interact

Introduction

Let's focus on how we'll come together as a team so we can come up with the best approach. We'll look at how we meet, collaborate and interact with each other so we remain effective.

Questions you could ask

- Thinking about our team meetings and collaborations before the pandemic, what worked well that we might want to bring back?
- What activities do we do on a regular basis that are more effective or enjoyable face to face?
- What has worked well for us in a remote environment that we should keep?
- How could we build in 'social' time for us to get together?
- In terms of our rhythm of meetings, what should we start, stop or continue?



Top tip
Encourage the team to regularly assess the activities they undertake and consider how they can remain effective. Can you build these check points into your meetings and 1:1 discussions so they become a regular topic of discussion?



3. How we'll set ourselves up for success

Introduction

When some people are in the office and some are at home, we need to make our ways of working as efficient as possible and make sure everyone has an equal experience.

Questions you could ask

- What ways of working might we find challenging in a hybrid environment? How can we address those challenges?
- What 'ground rules' might we want to put in place for when we are meeting or interacting? For example, if one person is remote, does the whole meeting become virtual? Video on/off? Read the Effective meetings guide for more tips.
- What are the best ways for us to share information and updates effectively? How will we make sure they remain effective?
- How can we keep each other informed of our working patterns and locations?
- Are there any tools that we can start using or use more efficiently to help us work smarter? Are there any tools other teams are using? Who could help us with this?



Top tip
Keep inclusion at the forefront of the conversation. Remember that different people have different preferences, needs, working patterns and disabilities. You play an important part in championing the different people in your team and making sure everyone feels like they belong.



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4. Finish

Round off the session by talking through any suggestions, decisions and time frames to follow up. Follow up with an email with any actions and discussion points so people can reflect.

Questions you could ask

- When should we follow up to see if this is working for us?
- Are there any decisions and discussion points we would like time to reflect on or follow up on?



Top tip

Encourage your team to speak up if they feel an approach isn't working sooner than an agreed check point.



Further support

If you need any further support or to discuss a particular situation or scenario, then please contact **Gemma Waterfield** or **Aida Ardelean** in the Services Team who will be happy to help.



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