

Future ways of working - Manager Conversation Guide

This conversation is focused on finding successful ways of working for everyone within the new 40/60 guidance

We know that people have enjoyed the greater flexibility that comes with remote working, but have missed having time in the office.

Over the past year, we have all been experimenting with a more hybrid way of working, as Carnival House reopened its doors and the world began to open up, allowing overseas travel to happen once again. We've seen a large proportion of our fleet return to operations and a real sense of positivity around the financial health of the company over the last 12 months.

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 guidance.

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.

Our new approach will help us to retain a great deal of the discretionary flexibility that has built up over the past two years and allow for a good mixture of face to face and remote working. Whilst we have always said that work is something you do and not somewhere you go, we do recognise our business success depends on us all spending time with colleagues in person to collaborate, learn, create and socially connect.

That's why we are asking all people managers to have a conversation with each of their team members about what this approach looks like. We recommend having individual conversations before moving onto the Team Talk.

We'll achieve this balance by...

- Living our [Culture Essentials](#)
- Continuing with our Hybrid Principles – healthy, realistic, fair
- Compromising - balancing our personal preferences with the needs of the business
- Using meetings and technology in a smarter way
- By being inclusive - building relationships, valuing contribution equally and respecting everyone
- Continuing to be open to experimentation as we evolve our ways of working
- Looking for opportunities that in-person working can bring



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Communicate



Listen & Learn



Empower

By the end of the conversation, you will...

1. Discuss opportunities and challenges of hybrid working, and understand your team member's working preferences within the 40/60 approach.
2. Discuss the needs of the job in terms of what can be done remotely and in the office.
3. Discuss any new ways of working that you're going to try once all team members have had their individual conversation with you. It'll take some trial and error to find the right balance so consider how different working arrangements could be trialed for a period to see how it works.

Here's how you can head into the discussion with confidence.

Before the conversation

A bit of preparation will help the conversation flow and show your team member how invested you are.

- Watch [this video](#), hosted on The Cove, to help you understand how to balance different needs, what is flexible vs formal working and how to prepare for things that may crop up during the conversation.
- Challenge your mindset. What are your thoughts on flexible working and remote working? Maybe you have a preference or prefer working in a different way, either personally or from a management perspective? Consider how you might put aside your personal feelings or bias so you are consistent in the way you treat each person.
- It is often easier to understand and manage a situation if you're open minded and look at it from different perspectives. Remind yourself of our [Culture Essentials](#) and think about how you will use them to have a great conversation and outcome.

This isn't the first time you have discussed ways of working, so what do you know already?

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Before the meeting, ask your team member to prepare too. The answer to finding successful ways of working lies with leaders and team members having open, trusting and caring conversations.

During the conversation

As a manager, you will naturally lead the meeting but try not to dominate the conversation. Use open questions to increase your understanding of their views and to encourage your team member to share their perspective in full.

Do this by...

- Ask for your team member's views first, before sharing your own observations.
- Be curious and ask lots of open questions around what is and isn't working well for each person.
- If they're going to talk openly you must **listen to learn**. Always seek to understand their point of view and balance this with the business needs.

After the conversation

1. If you need to speak to all team members before making decisions on trialing new ways of working then please ensure you make time to loop back around with each person when appropriate. If you decide to trial a different working arrangement, be sure to book a review to see how it's working for everyone.
2. You don't have to make any decisions on a formal flexible working request during the meeting itself. It's possible you'll need to discuss informal/formal flexible working with your HR Business Partner.
3. Feed themes from your 121s into your Future Ways of Working team talk.

How to structure your conversation

Use the suggested questions to help your conversation flow.

1 Set the scene

Remind your team member about the purpose of the conversation and invite them to share their thoughts on how things are going.

Ask

- What benefits and challenges have you found with remote working?
- What have you missed about working at Carnival House?
- How do you feel about a balance of office and remote working?

2 Discuss the business needs of their role

Use some of these open questions to help them reflect on the business needs and add your input when needed.

Ask

- What do you think would be the best working pattern to meet the demands of your role within the 40/60 guidance?
- What have been the challenges of working remotely?
- What parts of your job may require you or the team to be on-site?
- What aspects of your role or deliverables would benefit from in-person teamwork or creative collaboration?
- What needs are there for cover in the office to maintain service levels and to avoid over burdening team members?
- What are the impacts on you or the team if you work remotely/in the office? What might we need to put in place to mitigate that? How will we know if it's working?

3 Discuss their ideal solution

- What's your best solution for you to meet the 40/60 approach?
- What personal circumstances need to be considered?
- What challenges might this present?
- What's influencing these views? (E.g. Family, commute distance, living arrangements, workload etc).
- Are there any health risks to be aware of when working remotely or in the office?



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4 Look ahead

It's a good opportunity to spend some time re-visiting how effective current working practices are, as this may lead to some immediate changes, or generate new talking points.

Ask

- How clear are your goals and tasks?
- How clear are you about the overall work plans?
- What do you think about the frequency of our check-ins?
- How well do we connect as a team – work and social?
- How effective are email etiquette and meetings?
- How clear are you on the home working support that's available? Including DSE, EAP, learning content on Cove?

5 Agree next steps

Dependent on your discussion, next steps will vary

1. It's possible you'll need to discuss informal/formal flexible working arrangements with a member of the Services Team.
2. If you're going to experiment and trial a new way of working, agree how and when you'll review progress. A monthly review is a good place to start.
3. You'll feed in your discussions into your Future Ways of Working Team Talk so the team are informed and aligned on ways of working in the future.

Supporting you

We recognise that not every conversation will be straightforward and you may need additional support dependent on the individual's circumstances.

Flexible Working Requests [here](#)

Employee Assistance Programme [here](#)

Occupational Health [here](#)

Need further support?

Get in touch with a member of the **CCS Services Team** or your manager for advice.



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