



# Effective & Productive Hybrid Teams



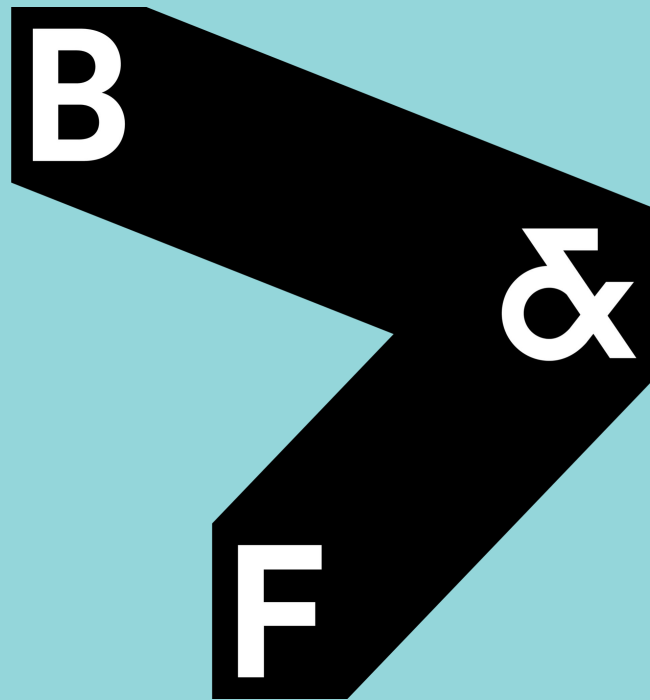
I would like to begin in the spirit of reconciliation, by acknowledging the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

I pay my respect to their elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples here today.

**Consultants in Product Strategy  
and Service Design that leave you**

**Better, as a Result.**

Based in Melbourne, Beaker & Flint was  
founded in 2017 to upskill and evolve customer  
and employee experiences.



**B&F**

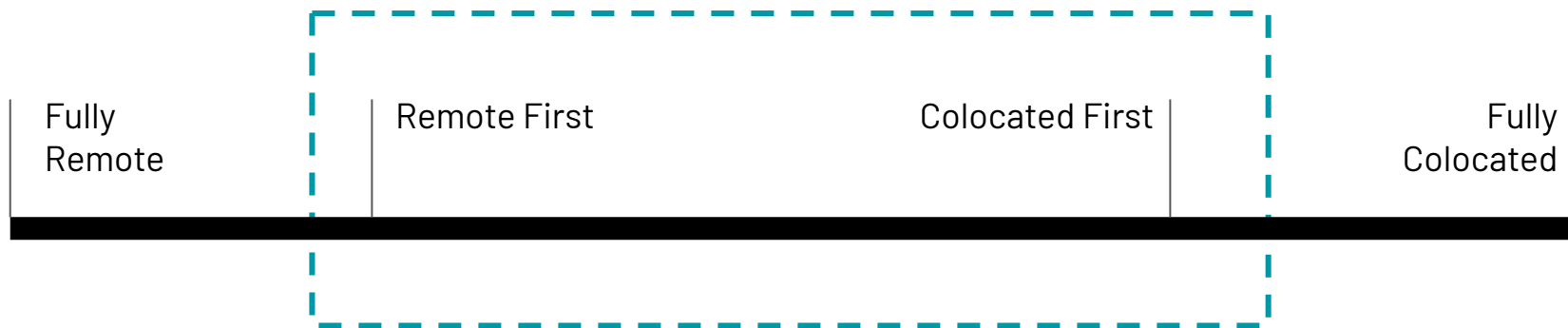
# What we will be covering in this session

1. What is Hybrid working?
2. Why is it important?
3. Enabling Hybrid teams
4. Facilitation Considerations
5. Practical Tips
6. What next?
7. Questions

# What is Hybrid Working?

Fully Remote	Remote First	Colocated First	Fully Colocated
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## Hybrid Working



# What does this look like in 'real life'?

## Scenario 01

- 4 people remote
- 4 people in the same office

## Scenario 02

- 1 boardroom from regional VIC
- 1 boardroom from metro VIC
- 3 people remote

## Scenario 03

- 2 people remote
- 7 people in the same office
- 2 boardrooms from SA and NT

## Scenario 04

- 8 people remote
- 2 people in the office

**Why is it important?**

72% of workers want a mix of remote and in-person working.

90% of Australians want to keep working from home, in some capacity.

# Enabling Hybrid Teams

**People**

**+**

**Technology**

**People are the best!**  
worst

This changes day to day.

Hybrid working is new; we can't simply follow an established and proven best practice.

We need to **relearn how to work together** in this new environment and learn the **new tools and processes** that will enable us best.



# What do people need, to be motivated?

- **Autonomy** - trust and encourage your team members to take ownership of their own work and skill development (this may require some support and delegation from leaders!)
- **Mastery** - provide learning potential and the tools your team needs to continue to improve their skills
- **Purpose** - making sure there is a known and explicit *why* behind the work is incredibly important; let your team members connect to those the work serves and benefits

# Hybrid Team – Social Contract

Kick off your Hybrid Team

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## Meet the Team

List all of the members of your team.

- Tim
- Sharbel
- Meredith

## Team Mission & Purpose

Holistically, why does your team exist?

*Co-design services that are more connected and easier for our clients to navigate*

## Team Goals & Objectives

As a team, list goals and objectives that will help you serve your purpose and achieve your mission.

- Build family capability through empathetic programs
- Engage and understand a deeper knowledge of community service provider's challenges
- Continually improve and adapt our co-design framework

## Team Values & Norms

List the shared values and norms you agree to uphold and use to keep each other accountable.

- Collaborate on Microsoft Teams instead of email
- For urgent issues, update stakeholders daily
- We have a safe space to bring up issues and gain help from our team members

## Internal & External Stakeholders

When working in government, multiple stakeholders need to be regularly considered and consulted. List the ones that are the most important to your team.

- Families
- Advocacy Groups
- Childcare Providers
- Health and Community Service Organisers
- Other Dept. Health Branch/units
- Portfolio Minister

## Focus Areas for Team Development

List the top 4 or 5 things you will try and improve over the next few weeks. Try starting small by selecting items within your team's immediate circle of control and gain momentum as you move on to solving more extensive or systemic challenges.

Tick items off your list as you achieve them.

*Better engage with health and community service organisers (measured by quarterly qualitative feedback from team leads)*

*Improve shared knowledge by publishing to our team site (measured by increase in number of publish pages and repeatable processes)*

*Celebrate achievements within the team (measured by having monthly team celebration team attendance)*

*Raise and discuss blockers/issues early with the team as opposed to thinking you have to solve everything on your own (measured by collaborate on outstanding issues)*

## Team Reflection Cadence

How often will you commit to setting aside time to reflect and take stock of your progress as a team?  
e.g. weekly, fortnightly, monthly.

*Monthly - rotating chair/facilitator*

# How do you facilitate / run a social contract session?

- A comfortable team ready to have an open and supportive discussion
- A facilitator (preferably with no skin in the game)
- Time & space to talk
- An inclusive tool or resource that allows everyone to contribute
- A template (to start, not to end with)



**People** + **Technology**

**People**

+

**Technology**  
*that works for people*

**Technology is an  
enabler, not a  
driver, of change.**

Review your tools and technology across the following four categories:

*These four categories have been identified as the most critical to have in place when transitioning to a hybrid working environment.*

**Management & Reporting**

**Communication & Collaboration**

**Knowledge Management**

**Business as usual**

# Management & Reporting

Communication & Collaboration

Knowledge Management

Business as usual

The tools you use to plan, manage, track and report on the work you do.

*For example, Kanban (Trello) boards, project plans, gantt charts, Excel documents, ClickTime*

- What are the tools your team relies on to keep track of what work needs to be done (and when)?
- Will these tools remain fit for purpose in a hybrid working environment?
- Are there any remote learnings you can take onboard?

Management &  
Reporting

**Communication &  
Collaboration**

Knowledge  
Management

Business as usual

The tools you use to interact and ideate with each other.

*For example, email, Zoom, Asana, Slack, Microsoft Teams, instant messaging, digital whiteboards*

- When not physically co-located, what tools will you use to bridge the physical distance to communicate and collaborate effectively?
- Will these tools remain fit for purpose in a hybrid working environment?
- What are the limits of the tools you currently use and will these limits prohibit you from working effectively?

Management &  
Reporting

Communication &  
Collaboration

**Knowledge  
Management**

Business as usual

The tools you use to store information, data and documentation.

*For example Sharepoint, Microsoft Teams, Confluence, DocuSign, DropBox, paper records*

- When working remotely, do we have access to all of the information we require to get our work done effectively?
- Are we effectively archiving the work that we do in a way that makes our lives easier in the future?
- Will these tools remain fit for purpose in a hybrid working environment?

Management &  
Reporting

Communication &  
Collaboration

Knowledge  
Management

**Business as usual**

The tools we use to get our work done.

*For example Microsoft Word, Google Docs, developer tools, Okta identity management, MS365, and custom tools built just for your function, department or organisation*

- If you're not in the office do you have all the tools you need to execute your job effectively?
- Are there any accessibility issues?
- Are there any security issues?

# **Hybrid Meeting Facilitation & Practical Tips**

# Creating inclusion

For some people hybrid meetings will be a challenge as there isn't the same sense of belonging as if everyone is in the same place. By following some simple guidelines you can **bridge the gap** between remote and co-located attendees.

- Consider if there is a need for a meeting room; **can everyone in the office attend from their desks to provide parity for all?**
- Greet everyone by name, and **encourage the use of cameras**; even for those in a meeting room (e.g. use laptops on mute)
- Set **ground rules** and reiterate **purpose**, agenda and **outcomes**
- Ensure **everyone can see and hear** what they are supposed to
- Provide a way for **non-verbal feedback** to be provided (chat box, or using the platform feedback functionality)
- Remember that those who are not in the room can't see what you are seeing
- Make time for **everyone to contribute** and be remote-first in asking for feedback
- Build in **additional 'pause time'** to allow attendees to unmute themselves
- Be sensitive to **subtle cues**, such as people coming off mute
- **Don't talk over the top** of people; this is particularly important for automated subtitles

# Hybrid Meeting – Organisational Considerations

## For the organisation

- Provide remote workers a **seat at the table**
- Consider a **work-from-home** technology kit
- Ensure office bandwidth high enough to provide **quality audio and video**
- Ensure there is **easy-to-use technology** in the workplace
- Have the **same technology** running for remote and co-located  
*e.g. in meeting rooms vs. on laptops*
- Provide **information or roadmaps** on changes and improvements
- Communicate about the technology available and **involve those who are champions**  
*e.g. how-to videos, resource centre, go-to guides*
- Listen to the common complaints and **use these to implement improvements**

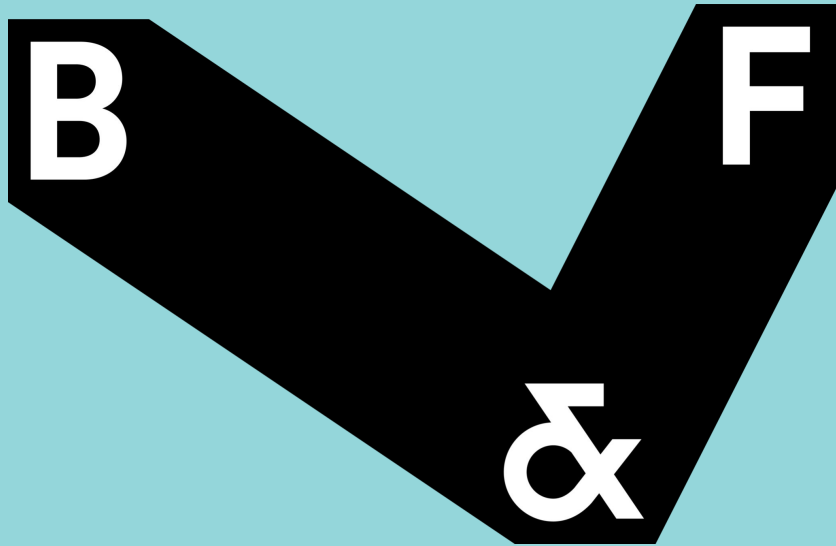
1. Being 100% onsite is an exception
2. Allow flexibility to be the new norm
3. Be consistent with the tools chosen
4. Involve employees in the planning; provide ways to give/receive feedback
5. Make practices, norms and expectations explicit
6. Understand micro-communications become the key mode of interaction
7. Be a leader in communicating
8. Continue remote practices, such as recording company meetings
9. Recognise verbal communication takes precedence over non-verbal
10. Know that everything is not in your control

**We've got some  
resources we'd  
love to share**

1. Register at Connecting Up to access hundreds of free or discounted products to help with your hybrid working journey - [connectingup.org/how-to/access-products](https://connectingup.org/how-to/access-products)  
*Find the full list of products at [connectingup.org/products](https://connectingup.org/products)*
2. Have more questions or thoughts? Access an Expert Bar Session to chat 1:1 with a Beaker & Flint consultant who has enabled hybrid working - email [digitaltransformation@infoxchange.org](mailto:digitaltransformation@infoxchange.org) to ask for a session

## Are there any questions?

*"As with everything in life, hybrid working takes time to learn and master. We will not be experts from day one."*



# Let's talk.

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