



# Team Agreements

# A guide to developing a Team Agreement for hybrid working



## Purpose of the Team Agreement discussion

In planning how to plan for a new way of working, it is important to speak with the team to make choices about how, when and where to work. It also provides an opportunity to discuss wellbeing and how the team are feeling about changes to ways of working.



## Planning for the discussion

In preparation for the discussion with the team, it would be helpful to:

- Consider when is most appropriate for the team to have the conversation
- Whether there are any key factors that need to be considered within the discussion i.e. Customer requirements
- Provide the template to the team to help them prepare for the discussion
- Consider the best approach to manage the discussion – i.e. how will you ensure everyone is able to contribute? How will the outcomes of the discussion be captured?
- Consider whether an external facilitator is needed



## Key Considerations

Remember!

- The approach that you adopt is unlikely to be perfect first time! Try something and refine it
- Team Agreements should be developed together. The whole team needs to be involved in the discussion as it will need to work for everyone and you will all be accountable for making it work
- Listen actively for what is really being said and asked for by each person, and by the team
- Try to think about what you can do differently – What has worked well over the last 12 months and how can this be maintained? What are the old habits or practices you need to avoid drifting back into?

# Some key questions to ask

## Aspirations for our team

### Define what the aspiration for the team are– agree as a team what you will be doing differently

- Looking at the characteristics of a successful team, what would this look like for our team?
- What habits and practices that we have applied during lockdown do we want to keep?
- What old habits from 'pre-Covid' do we want to avoid returning to?
- How as a team will you support each other?

## Where we work

### A key element of this new way of working is the flexibility to choose where you work – agree as a team what activities work best in which location

- As a team, what activities do we agree work better in person? i.e. Collaborative activity etc
- What activities do we agree as a team can work effectively using a remote approach?
- What locations will we use as a team to work from?
- How will we use our workspace differently?

## How we work

### Agree as a team how you will work effectively together

- As a team how will we communicate with each other? What communication needs to happen in 'real time' i.e. people need to be 'present' at the same time and what can happen 'anytime' i.e. virtual collaboration
- What processes and approaches will we have in place to make sure that we can effectively collaborate with each other?
- How do we share expected outcomes, progress and learn from each other?
- When we are meeting – whether physically or remotely – what is our meeting 'etiquette'?

## When we work

### Collectively agree what this new way of working will mean for the team and how this aligns to the needs of your customers

- How do we know when people in the team are available?
- What is the most effective way to structure the working day?
- Are there any barriers in the team to flexible working?
- What customer requirements do we need to consider when determining when we work?
- When and where will we connect as a team?
- How do we build in 'social' time and fun - ensure that there is 'downtime' as a team?

# What makes a good team agreement



Keep the agreements short and to the point



Don't include too many headlines



Ensure that each member believes in the agreement and is willing to incorporate it into the way that they work



Keep the agreement up to date – typically it's good to review it every six months.

# Example headlines to consider



## **Communication**

Frequency and method of communication



## **Team meeting ground rules**

What platform, frequency, how they will be run, what are the objectives



## **Commitments**

When we'll work, team objectives, priorities



## **Wellbeing and resilience**

What each team member will do to maintain their own resilience and wellbeing

How will you know if someone is struggling



## **Feedback**

How we will provide feedback to the team manager/colleagues during this time



## **One to one's**

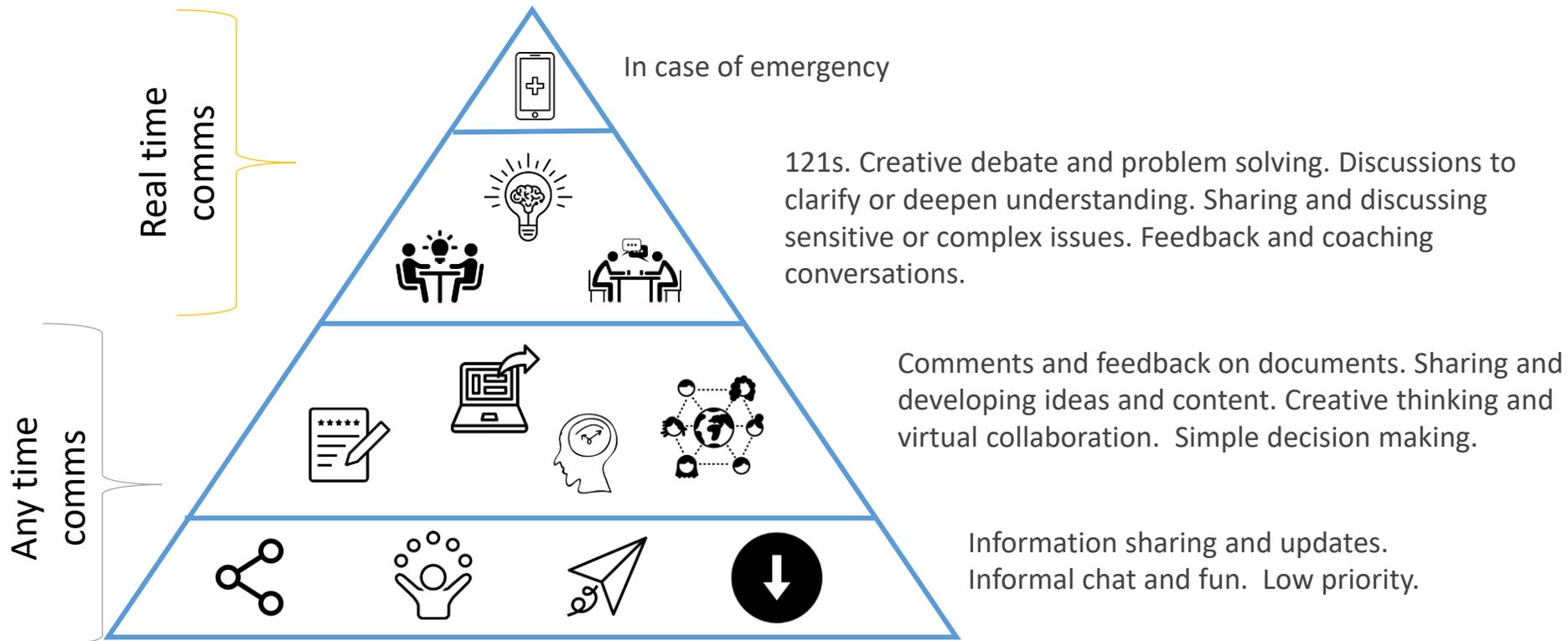
How often will you have one to one conversations, what day/time

# How do we want to communicate?

**Any-time communication** is when two or more people can communicate without the requirement that they be “present” at the same exact moment in time. It is often cited as being both essential for effective remote working and the reason for greater productivity. It applies equally to a “hybrid” world, and can lead to better discussions, more productive meetings, and fewer knee jerk responses because people can process information at a time that suits them.

It doesn't replace the value and importance of face-to-face or online conversations, but it means a **more conscious choice, which in turn informs where and when you decide to meet in real time or in person.**

## What's the right model for your team?



# Where we work



## Activities carried out in person/face to face

### Benefits of approach

- Positive impact on wellbeing
- Opportunity to see team, colleagues and customers
- Chance and informal conversations
- Supports collaborative working, idea generation in group discussions and meetings requiring complex discussions or decision making

Workspaces should be used to support new ways of working – this means that there will be fewer traditional banks of desks, more collaborative spaces and spaces put aside for quiet, focussed work.

As a team, discuss how best to use the workspace and for what purpose, this includes social interaction, collaboration and connection with colleagues.



## Activities carried out remotely

- Improved work/life balance
- Reduced distraction and interruptions
- Increased flexibility and accessibility
- Ability to use technology to collaborate and interact with colleagues
- Environmental benefits

The use of virtual technology has enabled a greater level of flexibility and productivity in the way that we work and has positively impacted our lifestyles.

It is important that we continue to benefit from this, as a team consider where work can continue to be done remotely and how we can use technology to collaborate effectively.

# A suggested template for recording the team agreement

 <b>Communication</b>	 <b>Team meeting ground rules</b>	 <b>One to one's</b>
 <b>Commitments</b>	 <b>Where we will work</b>	 <b>Feedback</b>
 <b>Wellbeing and resilience</b>	<b>Anything else?</b>	 <b>Celebrating success</b>

# Need some help?

Learning and Development Team can offer facilitation, to help guide these conversations with your teams

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