

Healthy Hybrid Habits

Team Agreement Conversation Guide





This guide is to help you consult and create a work agreement with your team to adopt smart and flexible hybrid working arrangements - whether that's in-person, virtual or working from another space. Consultation with workers is the second step of the [6 Steps to a Mentally Healthy Workplace](#).

Healthy Hybrid Habit Principles



People are your priority

The safety and wellbeing of your people is your priority. You want to ensure work is done in a safe and inclusive environment.

This includes everyone's physical and psychological safety

Coming together in-person matters

Culture is created through moments that matter. It's important that you meet in-person to build and sustain high trust, connection, collaboration and belonging.

Teams are trusted

There's no one size fits all. Decide with your team how often and for what activities you come together in person.

Discuss and agree your work patterns together with your team and talk regularly to make sure it's working for everyone.

Flexible working is supported

There are many ways to support flexible work, where the needs of individuals, teams and your organisation are balanced to deliver great outcomes.

Consider options such as remote working, compressed hours, flexible start and finish times, job sharing, rotating rosters or flextime.



Context

By being flexible in the way work is delivered, you will support the needs of your team and create benefits including improved work-life balance, increased productivity, reduced absenteeism and improved morale. But finding the right balance between meeting organisational needs and giving workers flexibility can be a challenge.

'One size' flexible arrangements cannot fit all, so it's important to engage your team in conversations about the different modes of working. Different types of flexibility will suit different roles and business requirements, and it will mean different things to different people.

A healthy hybrid work pattern is a flexible mix of virtual and in-person working that meets the needs of your business, your team and individuals to deliver great customer outcomes.

Led by the above Healthy Hybrid Habit Principles, this guide is designed to enable teams to create or revise their agreement about how and where they work.



Leadership tip

Before having a conversation about how and where your team works together, it's important that you check-in with each team member privately. Creating space for individual conversations enables you to sense check what individuals are thinking and feeling about needing to work in-person some of the time. It gives you time to acknowledge and address any fears and feelings that could derail the team conversation and agreement.

Overview



People
8–12



Prep time
15 mins



Run time
60 mins

Tools

- Team Agreement workbook
- Sample Team Agreements
- Team Agreement template

Running the meeting

1. Prep (15 mins)

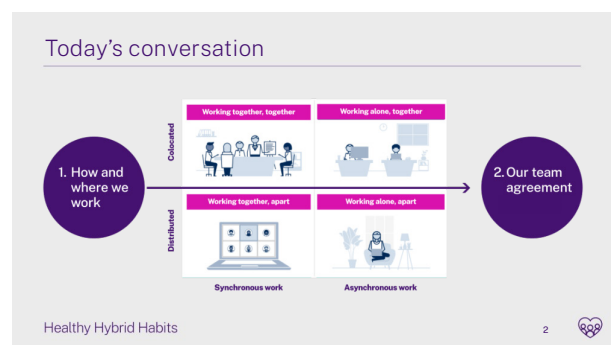
- Invite the team to a meeting, share the Healthy Hybrid Habits and reflect on your opportunities for changing/evolving your ways of working
- For an online meeting – start by creating a collaboration document such as a Team Agreement workbook. You can use the [template](#) provided or create one of your own.
- For an in-person meeting – choose a space, prepare a whiteboard or large paper and set out sticky notes and markers in a meeting room. Use the [template](#) provided as a guide.

2. Meeting kick-off: Set the stage (2-3 mins)

Open the meeting by explaining to the team that as a group you're creating an agreement to guide how you plan to work together – including spending some of your time together in-person.

Ask the team to:

- Keep an open, curious mind.
- Practise active listening.
- Encourage everyone to contribute.
- Talk through the Healthy Hybrid Habits.





3. Start the conversation by checking in (5 mins)

Thinking about Healthy Hybrid Habits, how are you feeling about changing up your work routine?

Give individuals the chance to share.

Acknowledge the diverse feelings in the room and move to the first activity.

4. Reflect (10 mins)

Introduce the reflection activity by asking each person to take a few moments to think about:

- What do you **love** about the ways you work?
 - *Think:* What ways of working should you keep or do more of in the future?
- What do you **long for** in your ways of working?
 - *Think:* Consider work practices or opportunities you've missed.

After 5 mins, go through the ideas together – look for common themes and discuss any points of difference.

Tip: One idea per post-it note

Tip: Adjust the time for this activity as needed, noting that taking time to process reflections will help individuals connect with the 'Why' story and make it their own

5. Draft agreement (12 mins)

Next, now that you know what is important to each of you individually, dig into how you make the most of your new ways of working – and what's most important to you as a team?

Ask the team to brainstorm high value work/activities for each work mode (5–7 mins):

- Working Together, Together (in-person collaboration and problem solving)
- Working Together, Apart (virtual meetings)
- Working Alone, Together (in-office activity based working)
- Working Alone, Apart (remote focused work)

At time, pause and ask the team to prioritise the 2–3 top ideas in each work mode (5 mins).

Tip: Refer to the Healthy Hybrid Habits Principles as you kickoff the brainstorm



6. Get specific (15 mins)

Focus on the top 2–3 priorities in each work mode, and work together to build out the team agreement considering:

- Why – focus on values and purpose
- When – get specific, consider operational requirements and any existing individual flexible work arrangements (e.g., part-time arrangements, compressed work week, staggered start/finish times etc.)
- How you stay connected – consider standing meetings, team rituals and behaviours
- Other points to note – team challenges, issues, stakeholder requirements

Tip: Use the Team Agreement and see sample team agreement for ideas

7. Vote to commit (10 mins)

Summarise each agreement out loud and then vote as a team to commit.

If you get any 'no' votes, ask the team member what would turn their vote into a 'yes.' Discuss what you can do together as a team and perhaps adjust the agreement.

The goal of the exercise is to get a thumbs up from all team members on all agreements.

Tip: Remember, the team agreement is not set in stone, and it is likely to evolve as you test, learn, and adjust new ways of working.

8. Wrap up (3 mins)

Thank the team and ask them to:

- Reflect on your preferred ways of working and challenge yourself to be open to trying new ways.
- Think about what changes/arrangements you need to put into place to create the flexibility needed to make the team agreement real.
- Keep talking together about what's working and how to make your hybrid habits stick so it's a positive, healthy and inclusive experience for everyone.

Follow up actions

Share your agreements

- Post your working agreements in a space visible to the whole team. If you used sticky notes, translate the final working agreements to one document and share it.



Test, learn and evolve the agreement

- Revisit your team agreements periodically, especially when the team or work changes, external situations evolves, or an agreement can no longer be upheld.
- Go through and vote to keep or change existing agreements. Then have team members brainstorm, propose, and vote on adding any additional agreements.
- If an agreement can't be upheld, discuss what might be getting in the way.