

## **Ways of Working Manager Facilitation Guide**

### **1. Meeting Purpose & Outcomes:**

Define the Purpose: *Come together as a team to acknowledge our different work habits and discuss openly a set of expectations that we can align on as a team while preserving everyone's ability for individual focus on their work.*

Share the Desired Outcomes:

- Voice sentiments and share reflections on key areas: Working Hours, Team Needs, and Communication practices
- Establish alignment on Team Ways of Working practices and capture commitments and agreements going forward
- Cover other resources and support that exist to help with managing workload, stress, and wellness

After sharing the above, ask:

- Is everyone comfortable with this approach before we get started?
- Is there anything else you'd expect to get out of this meeting that perhaps I haven't covered?

### **2. Working Hours:**

Explain it: Working Hours help us understand when others are available across our team. Given people's various commitments and working styles, hours are likely to vary. For this reason, it is important to align on when your team's core hours may be.

Explore with Questions:

- Upon reflection, how do you work? What are some habits that exist within our team?
- Do we think we could benefit from having core hours?
- Is there an alternative to core hours that we think could better set expectations?

Drive to Alignment:

- Summarize the various suggestions (or have your notetaker do this)
- Suggest what you believe could work best for the team and/or (best judgment) has the most buy-in from the team
- Ask the team if they are able to commit to the suggested practice

### **3. Team Needs:**

Explain it: We all have needs at work. Some of those needs are of one another and some of those are individual. Through openly discussing them, we may find an opportunity for alignment and expectation setting that enables us to work better together *and* respect each other's focus needs.

Explore with Questions:

- What are some of your greatest needs from your team members?
- What is the greatest challenge you've faced while working remotely?
- What is the greatest challenge you've faced while working in the office?
- What are some expectations we could set to meet the needs we've discussed?

Drive to Alignment:

- Summarize the various suggestions (or have your notetaker do this)
- Suggest what you believe could work best for the team and/or (best judgment) has the most buy-in from the team
- Ask the team if they are able to commit to the suggested practice

#### **4. Communication:**

Explain it: Communication, whether in-person or virtually, is critical to our ability to operate as a team. While communication enables us to be both efficient and collaborative, it also can serve as a distraction or a disruption to our efforts to focus. This is why it's important to understand preferred ways of communicating.

Explore with Questions:

- What communication mechanisms work best for you? Are there certain topics you'd prefer to see in an email versus messenger platform?
- How would you feel about the team having a communication moratorium throughout the week to limit the noise? Would it cause stress or alleviate it?
- What are some expectations we could set to communicate more effectively across the team?

Drive to Alignment:

- Summarize the various suggestions (or have your notetaker)
- Suggest what you believe could work best for the team and/or (best judgment) has the most buy-in from the team
- Ask the team if they are able to commit to the suggested practice

#### **5. Other Resources/Needs:**

Explain it: While Working Hours, Needs, and Communication styles are essential areas to cover, the team may have more topics they'd like to discuss based on their reflections.

Explore with Questions:

- What support do you need from me to help in your efforts with other teams in our business?
- What resources might you need to better complete your work?

- What resources might you need to better handle workplace stress/pressures?

Drive to Alignment:

- Summarize the various suggestions (or have your notetaker do this)
- Suggest what you believe could work best for the team and/or (best judgment) has the most buy-in from the team
- Ask the team if they are able to commit to the suggested practice

## **6. Agreements & Commitment**

- Summarize the commitments made throughout the meeting
- Ask the team how they feel about the commitments that were made and where they expect to see benefits/challenges. *Having the team openly discuss their anticipated challenges is a tremendously helpful way to get individuals thinking about how they will handle obstacles.*
- Remind the team of next steps:
  - You will distribute the commitments in upcoming days
  - 1x1s are a great opportunity to talk about how these may impact you individually and you are eager to understand how you can provide support where necessary
  - Express gratitude