TOOLBOX
Team needs for hybrid working environments

A tool for organising and designing hybrid working environments in teams

Team	TEAM RAW_Reallabor
Date	24.09.2024

Funded by:

GIVING TEAMS A VOICE

The TOOLBOX gives your team a voice! Step by step, you record your **needs for hybrid working environments** based on relevant framework conditions. The results are visualised in such a way that you can discuss them in your team and with stakeholders in your organisation.

How to use the TOOLBOX?

You don't need to be an expert to use the TOOLBOX.
Choose one person in the team to guide you through the entries and documentation.

The TOOLBOX is divided into two phases:

Phase A (approx. 60 minutes)

A1: Capturing tasks and activities
A2: Coordinate time requirements for team collaboration
A3: Agree on schedules and rules for teamwork

Phase B (approx. 60 minutes)

B4: Choosing suitable workspaces
B5: Identify relevant workspaces
B6: Reflecting the needs of workspaces

Notes on editing

· You can work through the six steps either gradually or all at once in one go.
· The time required may vary based on team size. Take the time you need!
· There are buttons to jump between the input form and documentation view.
· Results from previous tasks are linked in the input forms via switches.

Start ▶

A1: Capturing tasks and activities

Goal:
Get an overview of the characteristics and relevance of individual work, planned teamwork and spontaneous team exchange for the entire team (max. 10 people, otherwise form sub-teams).

Task:
Each team member answers 4 questions on their own. Enter all values one after the other (by the moderator). If all values are to be recorded anonymously, prepared slips of paper with team member numbers can be distributed.

How do you evaluate …

	TM1	TM2	TM3	TM4	TM5	TM6	TM7	TM8	TM9	TM10
1. … the **complexity** of your tasks?	5	5	6	4	6					
2. … the **urgency** of your tasks?	2	5	4	5	3					
3. … the **dependence** on the team for task fulfilment?	4	3	5	4	3					

[1 = low to 6 = high]   TM=Teammember

4. How much time do you have for the following activities

	TM1	TM2	TM3	TM4	TM5	TM6	TM7	TM8	TM9	TM10
Proportion in % for **individual work** (e.g. planning, coordinating, organising)	40 %	33 %	65 %	55 %	45 %					
Proportion in % for **planned teamwork** (e.g. meetings, workshops)	45 %	37 %	30 %	40 %	35 %					
Proportion in % for **spontaneous team exchange** (e.g. enquiries, meetings)	15 %	30 %	5 %	5 %	20 %					
Check 100%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%

TM=Teammember

Notes on editing
If you have questions about the terms complexity, urgency or dependencies in a team, use the GUIDE (Section 5 Overview of key findings). There you will find explanations as well as a table with explanatory descriptions of the activities individual work, planned teamwork and spontaneous team exchange.

Time required: 20 min.

DOCU_A1 ▶

A2: Coordinate time requirements for team collaboration

Goal:

Agreement on relevant time allocation per week for planned teamwork and spontaneous team exchange.

Task:

Discuss within the team how much time you currently spend per week on planned teamwork and spontaneous team exchange (ACTUAL), and how much time you should reserve (TARGET) to ensure all team members can complete their tasks.

ACTUAL

We currently use the following number of **hours per week** for:

Planned teamwork	3
Spontaneous team exchange	2

TARGET

The following number of **hours per week** should be planned for:

Planned teamwork	4
Spontaneous team exchange	3

Examples of planned teamwork: team meetings, work meetings, workshops, weekly, daily
Examples of spontaneous team exchange: questions, conversations in the kitchenette or corridor, joint breaks, or informal meetings

Notes on editing

As a basis for discussion, use the results in   **◄ DOCU_A1**

Use your current meeting and work formats as a basis and assign them to the two main activities, planned teamwork or spontaneous team exchange. Refer to the GUIDE (Section 5 Key findings, TEAM CHARACTERISTICS and LOCALISATION) for questions regarding the relevance and scheduling of planned teamwork and spontaneous team exchange.

Time required: 20 min.

DOCU_A2 ►

A3: Agree on schedules and rules for team collaboration

Goal:

Agreement on binding time slots, places, and additional rules for planned teamwork and spontaneous team exchange.

Task:

Which formats, places, and time slots would you like to reserve for planned teamwork and spontaneous team exchange? Meetings can be held in a hybrid format, online, or in person at the office.

Time	Monday Appointment	Activity	Place	Tuesday Appointment	Activity	Place	Wednesday Appointment	Activity	Place	Thursday Appointment	Activity	Place	Friday Appointment	Activity	Place
8:00-8:30															
8:30-9:00															
9:00-9:30	Check-In	TW	Hybrid				Weekly	TW	Hybrid						
9:30-10:00	Check-In	TW	Hybrid				Weekly	TW	Hybrid						
10:00-10:30	Check-In	TW	Hybrid				Teamsupport	TEX	Hybrid						
10:30-11:00							Teamsupport	TEX	Hybrid						
11:00-11:30				Teamsupport	TEX	Office									
11:30-12:00				Teamsupport	TEX	Office									
12:00-12:30				Team-Lunch	TEX	Office									
12:30-13:00				Team-Lunch	TEX	Office									
13:00-13:30															
13:30-14:00															
14:00-14:30													Check-Out	TW	Online
14:30-15:00													Check-Out	TW	Online
15:00-15:30													Check-Out	TW	Online
15:30-16:00															

|			
Teamwork (TW)	ACTUAL 4	TARGET	4
Team exchange (TEX)	ACTUAL 3	TARGET	3

Notes on editing

1. First, under "Appointment", enter the format freely, e.g., meeting.

2. Select the activity and place: click the corresponding cell in the drop-down menu.

Time required: 20 min.

Example appointments: work meeting, workshop, weekly, daily, time block for spontaneous exchange, joint lunch, regular coffee meeting every (weekday).

When scheduling appointments, take into account the research findings from the GUIDE regarding the connection between team activities and team processes.

DOCU_A3 ▶
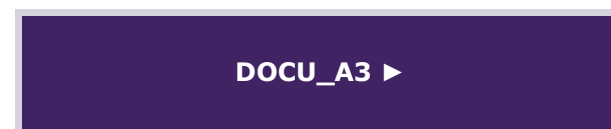
B4: Choosing suitable workspaces

Goal:

Overview of workspaces that best and least suit your team for individual work, (hybrid) planned teamwork, and (hybrid) spontaneous team exchange.

Task:

Together, select 9 of the 12 possible workspaces that best suit your activities in the office and in hybrid settings. Enter the respective numbering of the workspaces into the diamond shape according to the degree of suitability (high, medium, low).

a. Individual work (office)

High suitability		1		
	3		5	
Medium suitability	6	10	8	
	12		7	
Low suitability		11		

b. Planned teamwork (office)

High suitability		1		
	7		3	
Medium suitability	11	8	10	
	4		6	
Low suitability		12		

c. Spontaneous team exchange (office)

High suitability		1		
	2		7	
Medium suitability	9	4	8	
	10		3	
Low suitability		5		

d. Planned teamwork (hybrid)

High suitability		1		
	6		3	
Medium suitability	5	4	12	
	2		11	
Low suitability		8		

e. Spontaneous team exchange (hybrid)

High suitability		7		
	3		9	
Medium suitability	11	10	6	
	12		4	
Low suitability		1		

**Notes on editing**

Take a close look at the 12 workspaces in the GUIDE in the section 6 "Overview of Workspaces".

Clarify the differences and similarities, and discuss suitable workspaces for activity areas a, b, and c when all team members are present in the office. Also discuss activities d and e in hybrid settings: recent findings show that there are completely different requirements for workspaces when part of the team is in the office and other team members join online.
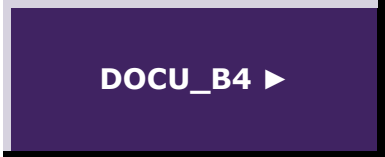
Time required: 40 min.

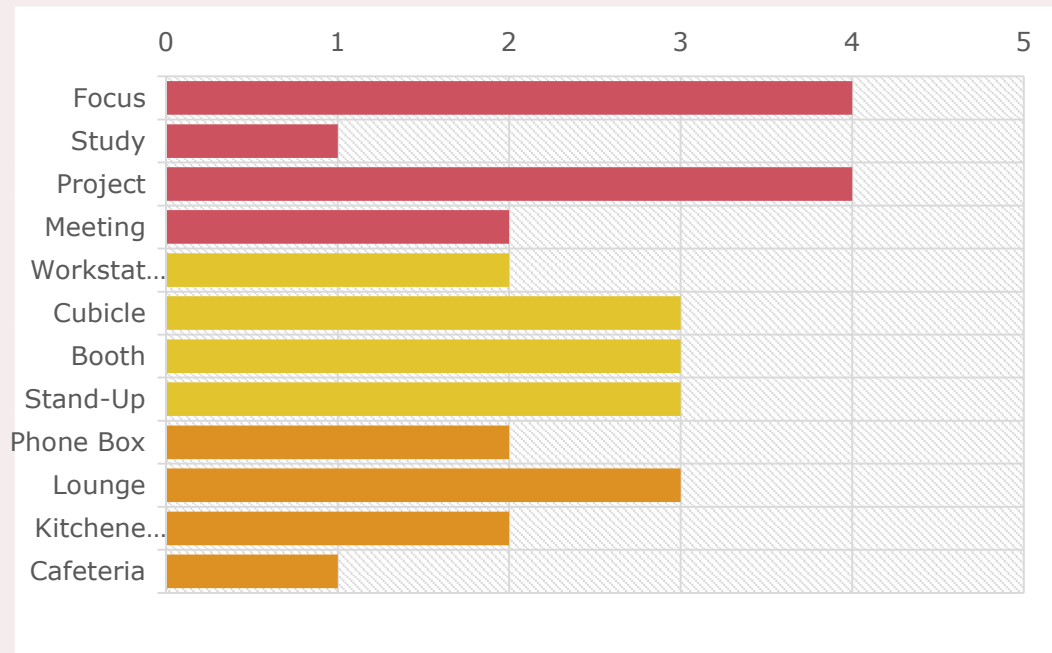**DOCU_B4 ▶**

B5: Identify relevant workspaces

Goal:

Based on the suitable workspaces, the relevant workspaces for your team are now identified.

Task:

The number of workspaces you selected with high and medium suitability for the 5 activity areas (office and hybrid) from Task B4 is represented here in a bar chart. **Prioritise together as a team which six central workspaces are essential for your work**.

Number of relevant workspaces with high and medium suitability for your team

Workspace	Value
Focus	4
Study	1
Project	4
Meeting	2
Workstat...	2
Cubicle	3
Booth	3
Stand-Up	3
Phone Box	2
Lounge	3
Kitchene...	2
Cafeteria	1

Priority 1: Focus

Priority 2: Project
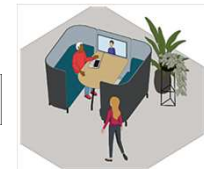
Priority 3: Stand-Up

Priority 4: Lounge

Priority 5: Booth

Priority 6: Cubicle

Time required: 20 min.

Notes on editing

When selecting a place, it can be helpful to consider its use for different forms of collaboration!

To review the individual results again, you can go back to the sheet DOCU_B4.

B6: Reflecting the needs of workspaces

Goal:

Based on the suitable and relevant workspaces, your needs for workspaces are reflected on in the team.

Task:

Discuss your potential needs and requirements for the six workspaces you have prioritised using the following questions.

Social: Which workspaces can you share within the team or with other teams, and which ones cannot be shared?
Organisational: Is there a need for booking options for specific workspaces, or do these hinder accessibility?
Technical: Beyond the basic equipment, is there a need for additional, supplementary, or higher-quality technology (hardware / software)?
Spatial: Which workspaces should be located close to each other for team use?
Atmosphere: Which areas should be customisable and/or made more cosy or comfortable for the team?
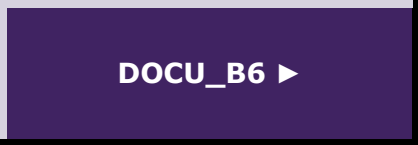
		Social		Orga	Technical	Spatial						Atmosphere		Further needs
		Share within team?	Share with external teams?	Booking options needed?	Other technology needed?	Close to P1	Close to P2	Close to P3	Close to P4	Close to P5	Close to P6	Customis-able?	Convenient / comfortable	Further needs and requirements?
P1	Focus	Yes	No	No	Yes	x	Yes	Yes	No	Yes	Yes	Yes	No	At least two monitors
P2	Project	Yes	No	No	No	x	x	Yes	No	Yes	No	Yes	Yes	Power outlets in the table
P3	Stand-Up	Yes	No	No	Yes	x	x	x	Yes	No	No	No	Yes	
P4	Lounge	No	No	No	No	x	x	x	x	Yes	No	No	Yes	Lots of plants
P5	Booth	No	Yes	Yes	Yes	x	x	x	x	x	No	Yes	Yes	Low partition walls
P6	Cubicle	Yes	Yes	Yes	No	x	x	x	x	x	x	Yes	No	Good visibility of colleagues

Time required: 30 min.

Notes on editing

The individual responses are entered via a drop-down menu.

Additionally, further important needs for the team can be noted down.

DOCU_B6 ▶

Hochschule für
Wirtschaft und Recht Berlin
Berlin School of Economics and Law

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TOOLBOX DOCUMENTATION
Team needs for hybrid working environments

Documentation of the results

Team	TEAM RAW_Reallabor
Date	24.09.2024

GIVING TEAMS A VOICE

A1: Tasks and activities in your team

Goal:

Get an overview of the characteristics and relevance of individual work, planned teamwork and spontaneous team exchange for the entire team (max. 10 people, otherwise form sub-teams).

On average, you rated the task characteristics of the entire team as follows:
[1 = low to 6 = high]

Guidance on categorising and discussing the results

Standard deviation (SD)

Complexity	5,2	**0,7**
Urgency	3,8	**1,2**
Dependencies	3,8	**0,7**
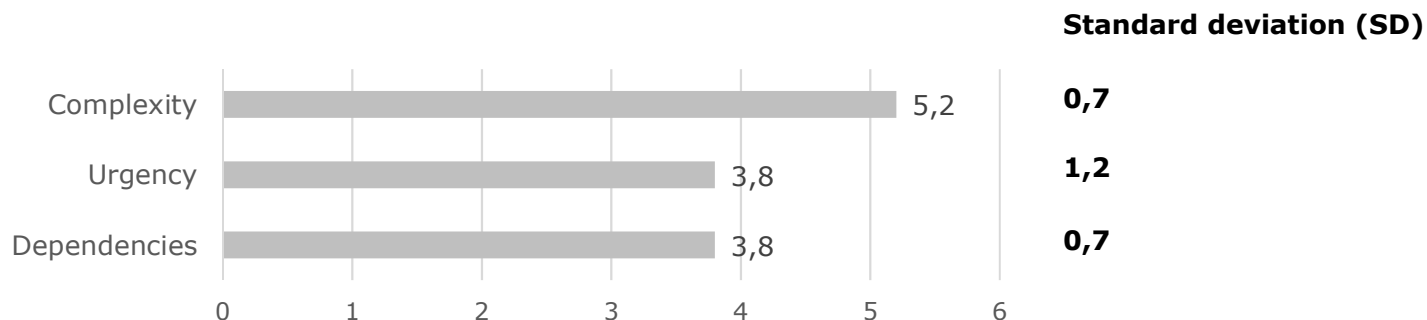
The standard deviations (SD) indicate whether the team responded similarly or differently. Deviations above 1 show significant differences.
In cases of large differences, you should discuss potential causes within the team to develop a shared understanding of teamwork.

The mean time requirements for individual work, planned team work and spontaneous team exchange are as follows:
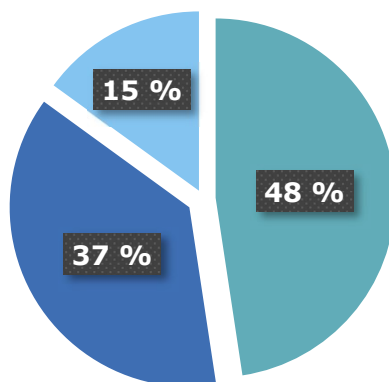
Standard deviation in the team

	SD
Individual work	11 %
Planned teamwork	5 %
Spontaneous team exchange	9 %

For the mean time requirements, a deviation of, for example, 10 % indicates that individual team members estimated up to 10 % more or less time.
Here too, you can discuss the causes of larger differences.

◄ **Back to input**   **Next task** ►

A2: Agreed time requirements for collaboration within your team

Goal:

Agreement on relevant time allocation per week for planned teamwork and spontaneous team exchange.

Agreed time allocations for planned teamwork and spontaneous team exchange in hours:

Guidance on categorising and discussing the results

Does the total time for teamwork and team exchange fit?

→ Note: *Spontaneous team exchange* is difficult to measure and is often underestimated. However, spontaneous team exchange should be considered equivalent to planned teamwork (See Section 5 Key findings, TEAM CHARACTERISTICS and LOCALISATION).

◄ **Back to input**

Next task ►

A3: Agreed schedules and rules for working together in your team

Goal:

Agreement on binding time slots, location, and additional rules for planned teamwork and spontaneous team exchange.

### You have agreed on your typical team week as follows:

Time	Monday	Tuesday	Wednesday	Thursday	Friday
08:00–08:30					
08:30–09:00					
09:00–09:30	Check-In (H)		Weekly (H)		
09:30–10:00	Check-In (H)		Weekly (H)		
10:00–10:30	Check-In (H)		Teamsupport (H)		
10:30–11:00			Teamsupport (H)		
11:00–11:30		Teamsupport (OFF)			
11:30–12:00		Teamsupport (OFF)			
12:00–12:30		Team-Lunch (OFF)			
12:30–13:00		Team-Lunch (OFF)			
13:00–13:30					
13:30–14:00					
14:00–14:30					Check-Out (ON)
14:30–15:00					Check-Out (ON)
15:00–15:30					Check-Out (ON)
15:30–16:00					

Legend: Teamwork: Office (OFF), Online (ON), Hybrid (H) | Team exchange: Office (OFF), Online (ON), Hybrid (H)

Our basic rules for planned teamwork and spontaneous team exchange:

Guidance on categorising and discussing the results

Do the appointments fit their place and according to hybrid (H), online (ON) and on-site in the office (OFF)?

Place in hours

- Office — 2
- Online — 1,5
- Hybrid — 3,5
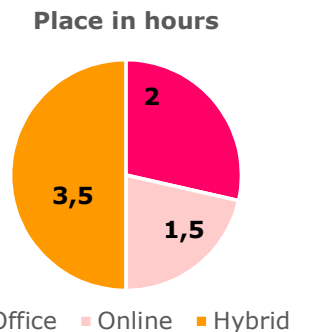
What basic rules are important to you, e.g. on approachability or availability, and do you want to make further agreements on these?

Example: It is important to us that everyone is physically present for meetings held in the office.

◄ Back to input | Next task ►

B4: Overview of the workspaces suitable for your team

Goal:

Overview of workspaces that best and least suit your team for individual work, (hybrid) planned teamwork, and (hybrid) spontaneous team exchange.

The workspaces vary in how well they suit the different areas of activity when collaborating in the office or in a hybrid setting.
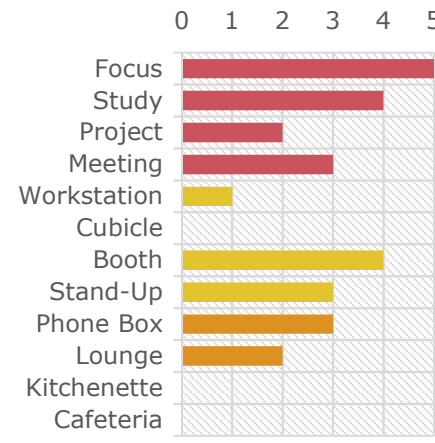[1 = low suitability to 5 = high suitability]

1. Individual work (office)
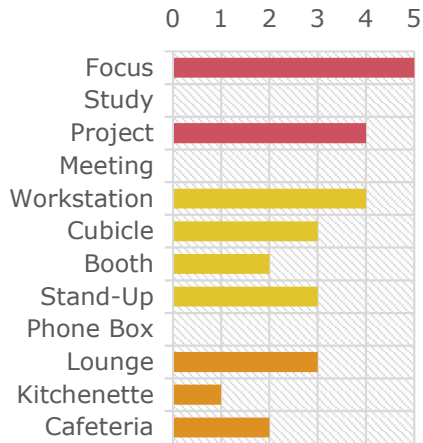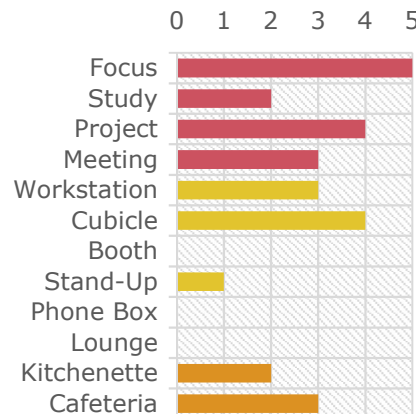

2. Planned teamwork (office)
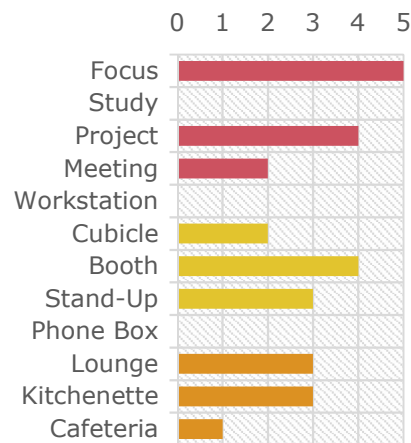
3. Spontaneous team exchange (office)

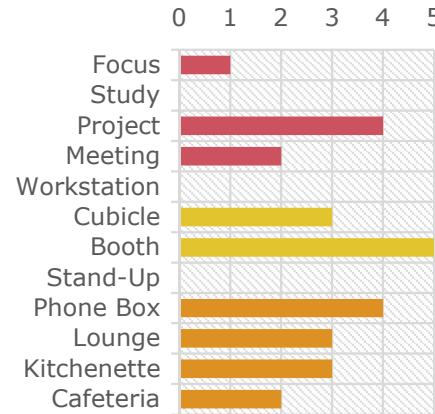**Guidance on categorising and discussing the results**

Workspaces without bars were not selected due to a lack of suitability.

Be aware of the differences, especially between the office and hybrid setting!

4. Planned teamwork (hybrid)

5. Spontaneous team exchange (hybrid)

◄ **Back to input**

Next task ►

B5: Overview of the workspaces relevant to your team

Goal:

Based on the suitable workspaces, the relevant workspaces for your team are now identified.

Priority 1: **Focus**	Priority 2: **Project**	Priority 3: **Stand-Up**	Priority 4: **Lounge**	Priority 5: **Booth**	Priority 6: **Cubicle**

Arguments for selection

Required amount

Desired locations

Additional notes

Guidance on categorising and discussing the results

Note down the key arguments for selecting your relevant workspaces to be well-prepared for discussions with key decision-makers, such as team / department leaders, facility management, HR, etc.

Additionally, include the number and places your team requires, along with any additional comments:
--> Do the workspaces fit the team size?
--> Do the places meet the team's needs?

Use the poster on the GUIDE (Section 6 Overview of Workspaces) with the overview of workspaces to inform yourselves about possible capacities and/or place options.

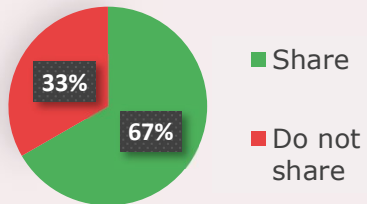◄ **Back to input**   **Next task** ►

B6: Overview for reflecting on the relevant workspaces
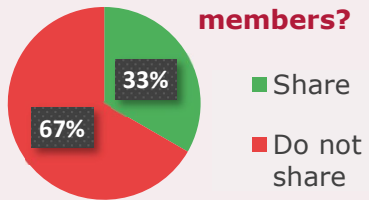
Goal:

Based on the suitable and relevant workspaces, your needs for workspaces are reflected on in the team.
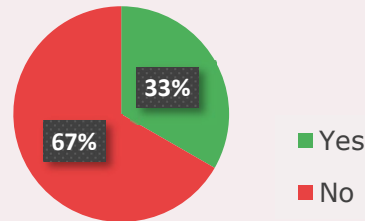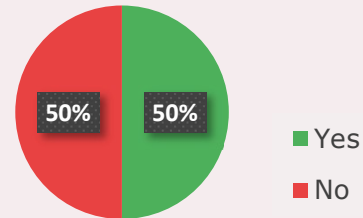
How many workspaces can you

... share in a team?

- 33%
- 67%
- ■ Share
- ■ Do not share

... share with external team members?

- 33%
- 67%
- ■ Share
- ■ Do not share

Is a booking option necessary?

- 33%
- 67%
- ■ Yes
- ■ No

Is further technology necessary?

- 50%
- 50%
- ■ Yes
- ■ No

Workspaces that are mentioned more frequently should be located near others.

Radar chart axes: Focus, Project, Stand-Up, Lounge, Booth, Cubicle (scale 0–4)
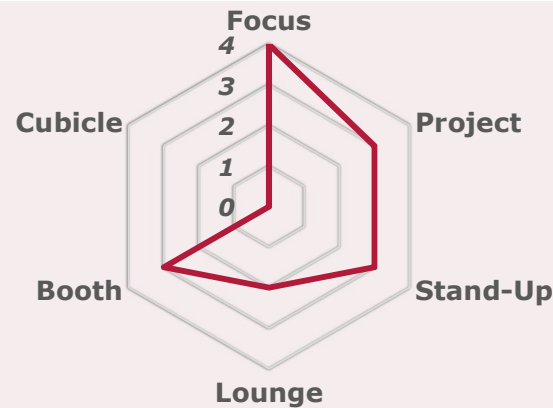
Guidance on categorising and discussing the results

Discuss your team's summarised requirements here.

This overview is particularly relevant for your stakeholders (Facility Management, HR, IT, and Management).

Office spaces are costly. Consider whether you can justify your needs and requirements well.

Also, use your findings from Phase A, such as your weekly plan for teamwork and team exchange (see DOCU_A3): Teams with more frequent presence in the office may be able to assert different requirements.

Further needs?

Focus	At least two monitors
Project	Power outlets in the table
Stand-Up	
Lounge	Lots of plants
Booth	Low partition walls
Cubicle	Good visibility of colleagues

◄ **Back to input**

DONE!

TOOLBOX DOCUMENTATION
Team needs for hybrid working environments

Congratulations! As a team, you have worked together to develop important foundations for the organisation and design of your working environment.

With the TOOLBOX, key results are documented so that you can communicate your requirements to relevant stakeholders, such as the team, department and management, as well as the specialised departments Facility Management, IT and HR.

You can print all completed sheets from TOOL_A1 to DOCU_B6 in A4 format (default): for your for documentation, future meetings, and upcoming company discussions.

The TOOLBOX can be used again in the event of changes to your team tasks, team processes and team structures in order to re-evaluate requirements.