Dispersed Working and the rise of Agile Teams & Hybrid Organisations

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We are #TeamPTHR

Founded in 2012

WE ARE A CONNECTED, COLLABORATIVE ENTERPRISE OF CONSCIOUS BUSINESS ACTIVISTS, WITH AUDACIOUS DREAMS OF

Better business *for a* better world.

Transforming teams and the way they operate, to help people flourish in their work.

OUR MANIFESTO: **WE EXIST TO**

Help clients, partners and fellow positive activists transform, adapt and reinvent themselves through assisted systems of designing, facilitating, coaching, teaching and experimenting with us;

Know as much about the next stage in human, organisational and work evolution to help others learn and be enlightened about the ways to craft better lives through good work;

Bring together as many key players as we can in creating a coalition that builds a better future of work; and

Place more business imperatives towards the climate emergency and regenerative activities for our planet.

Certified B Corporation PENDING — Applied in 2020

4 DAY WEEK EMPLOYER — Awarded Gold Status 2021

We are a Living Wage Employer — Accredited 2021

THE BUSINESS BOOK AWARDS — Shortlisted - Business Book of the Year 2021

HR MOST INFLUENTIAL 2019

HR Weekly The 100 Most Influential People In HR - 2021 EDITION -

CIPD Championing better work and working lives

TEDx

LinkedIn Learning

engagedly LEVEL UP YOUR WORKFORCE

The PTHR Approach

People-powered change & innovation

Agile, autonomous, inclusive working

Regenerative energy for people at work

Design & Systems Thinking

Next Stage Organization Design

Conscious Business Models & Strategies

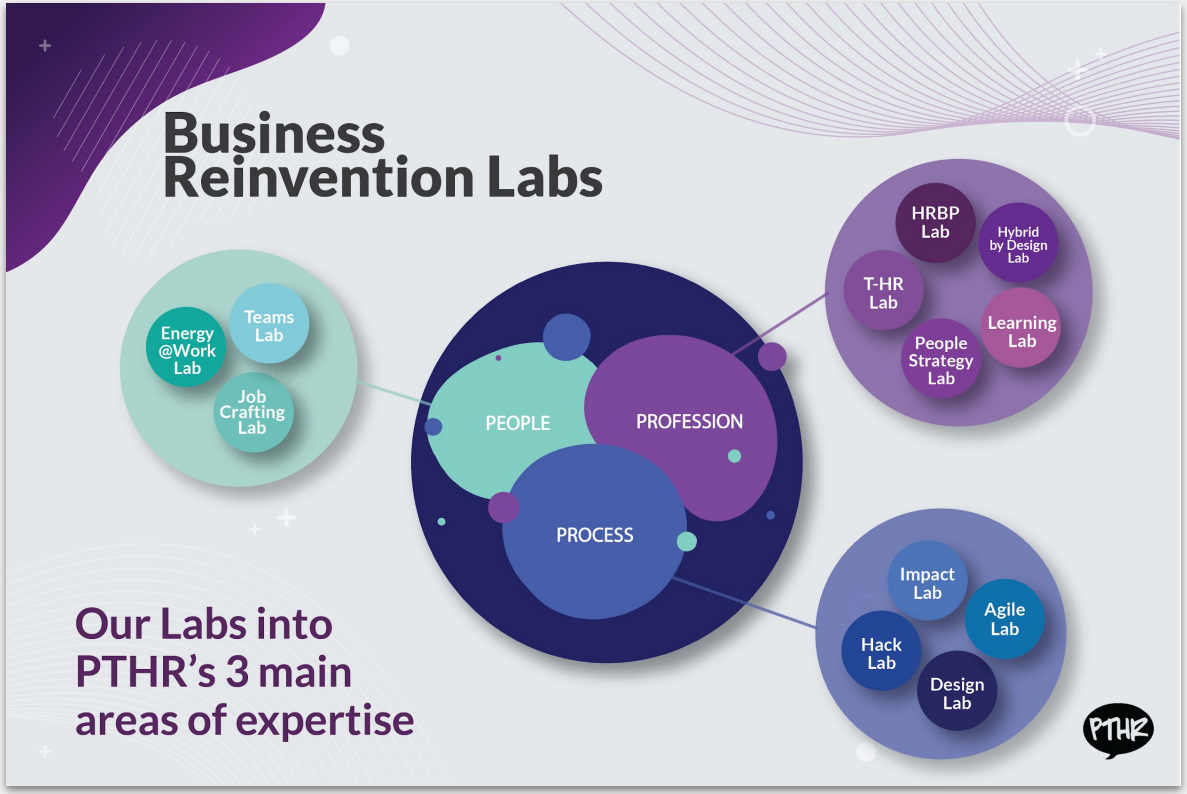
Immersive, online, award winning* *business simulator* environments, where we bring real work to teams with things to learn, problems to solve and solutions to invent.

Up to 3 hours facilitated Labs, that are highly participative and with pace. We believe we have found the antidote to *Zoom or MS Teams fatigue* with these highly engaging, creative, inclusive and productive Labs.

Contextualised, tailored and adapted - always.

*In November 2020 our Labs approach won an award at a Slovenian Management Conference.

www.pthr.co.uk/solutions/labs



Our Awesome Clients

Hybrid work: WorkSpace is a red herring - focus on Belonging

4 May 2021 | Accountability, Belonging, Communication, Connection, Cooperation, Coronavirus, Culture, Dispersed teams, Diversity, Growth, Hybrid work, Interactions, Isolation, Leadership, Purpose, Remote Teams, Remote work, Standards

Photo: Dominik Vanyi on Unsplash

‘Going to work’ is no longer a destination, it’s a state of mind.
Belonging creates our shared connection whatever space we're in.

BBC Sign in Home News Sport Weather iPlayer

NEWS

Home | Coronavirus | Brexit | UK | World | Business | Politics | Tech | Science | Health | Family & Education

Business | Your Money | Market Data | Companies | Economy | Global Car Industry | Business of Sport

No full-time return to the office for over a million

By Simon Read
Business reporter, BBC News

7 hours ago

BBC Sign in Home News Sport Weather iPlayer

NEWS

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Covid: 'People are tired of working from home'

1 March | Comments

Coronavirus pandemic

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PwC says start when you like, leave when you like

31 March | Comments

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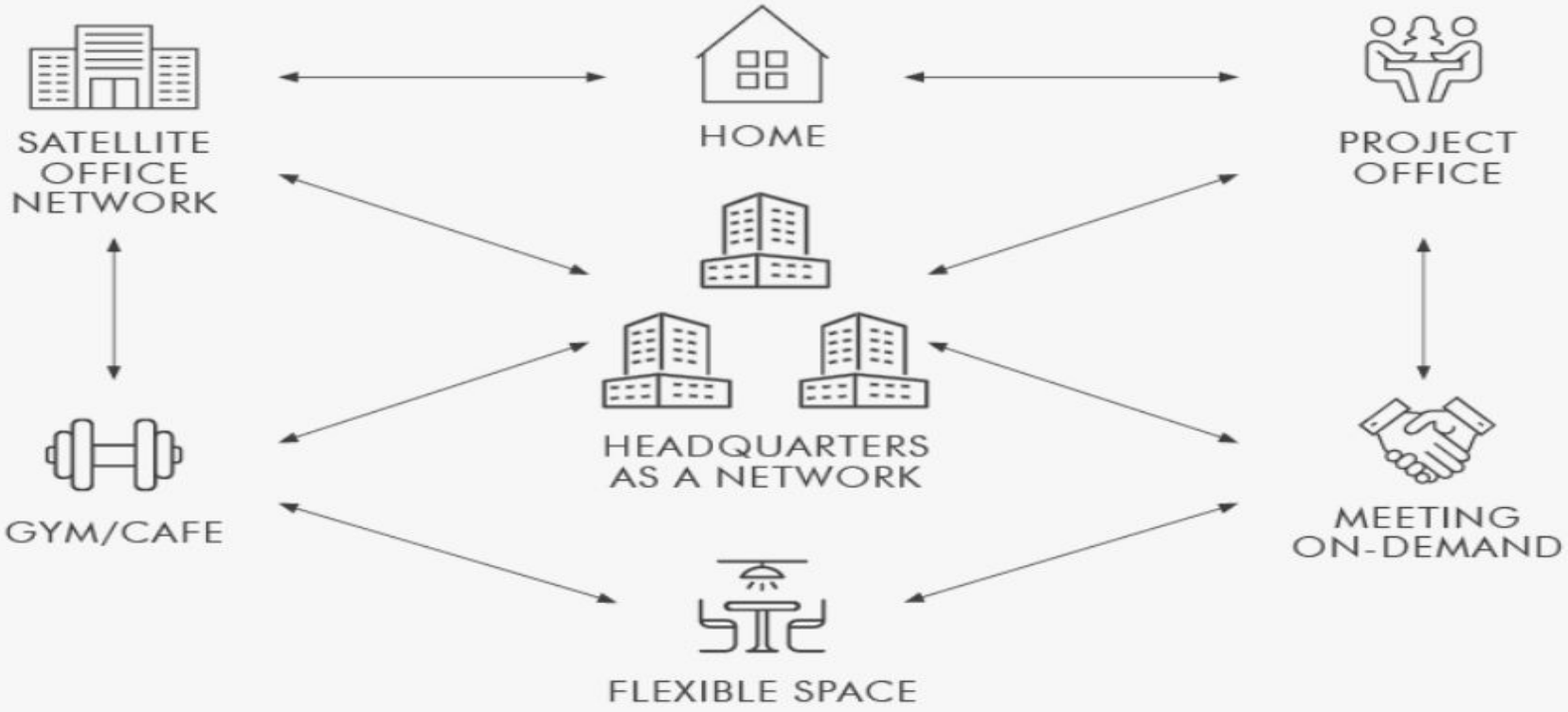
Goldman Sachs tells bankers to return to office in June

17 hours ago | Comments

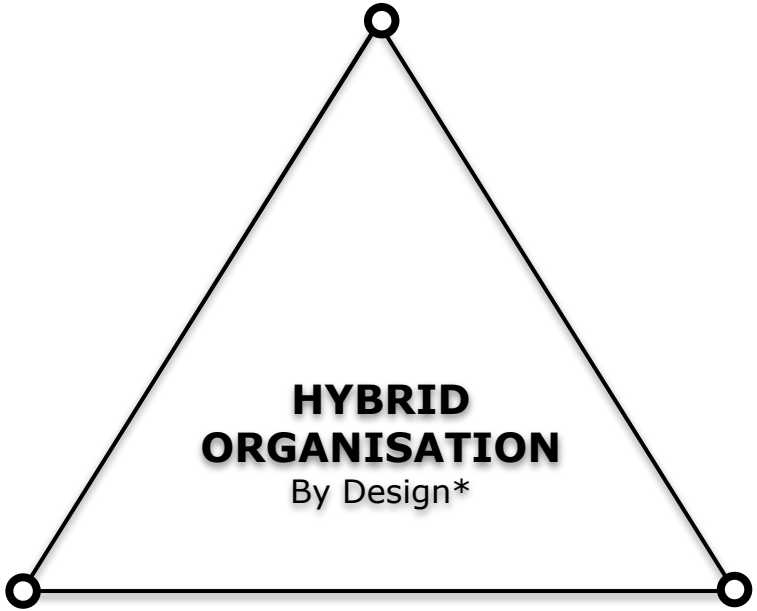
Coronavirus pandemic

The Hybrid Workforce Network



Source: CBRE Research, 2020.

PEOPLE & CULTURE
Who and How we do what we do



PLACE
Where we do
what we do

PROCESS & TECH
What we do
what we use to do it

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*CC Neil Usher

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What works: experience

What works: exception

TRADITIONAL SYNCHRONOUS

DISTRIBUTED ASYNCHRONOUS

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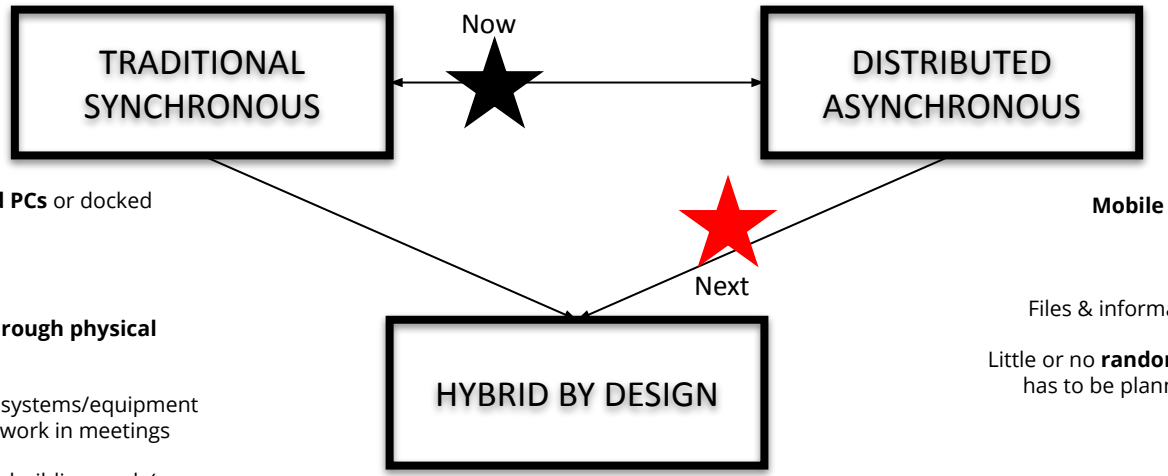
What works: experience

What works: research



Office-based **desks with cabled PCs** or docked laptops
Meetings on site **in rooms**
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Interviews **in rooms**
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Structured, planned work using systems/equipment
Some unplanned, unstructured work in meetings rooms or by discussion
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Mobile devices using secure connections
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Little or no **random, socially cohesive activities** all has to be planned for inclusion and participation

What we need

Workspaces **for occasional visits** to do largely unstructured work or remote working is unsuitable for individuals
Meetings **on site OR virtually** (avoid a mix)
Learning **in rooms and online**
Interviews **online** occasionally in rooms
Files & information **accessed via online shared drives**

Social cohesion and relationship building work (e.g. appraisals; feedback; mentoring)

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Hybrid by Design:
Teams are the unit of design, development and delivery

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What works: experience

What works: exception

TRADITIONAL SYNCHRONOUS

DISTRIBUTED ASYNCHRONOUS

Team Alpha

Monday (Office)
Sprint Stand-Ups &
Planning work
Ideation
Learning & Mentoring
Non-Standard Working

Tuesday (Remote)
Standard Working
Video Meetings
System Updates
Online Team Learning

Wednesday (Home)
Deep Working
Fewer Video Meetings
Standard Working
Online Learning

Thursday (Home)
Standard Working
Video Meetings
System Updates

Friday (Office)
Sprint Reviews/Retros
Appraisals
Team Learning Session
Non-Standard Working
Social Event

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What works: experience

What works: exception

TRADITIONAL SYNCHRONOUS

DISTRIBUTED ASYNCHRONOUS

Team Beta

Monday (Home)
Sprint Stand-Ups &
Planning work
Standard Working
Online Research

Tuesday (Remote)
Deep Working
Fewer Video Meetings
System Updates
Online Self Learning

Wednesday (Home)
Standard Working
Video Meetings
Standard Working
Online Team Learning

Thursday (Office)
Standard Working
No Work Meetings
System Updates
Social Event

Friday (Office)
Sprint Reviews/Retros
Appraisals
Team Learning Session
Non-Standard Working

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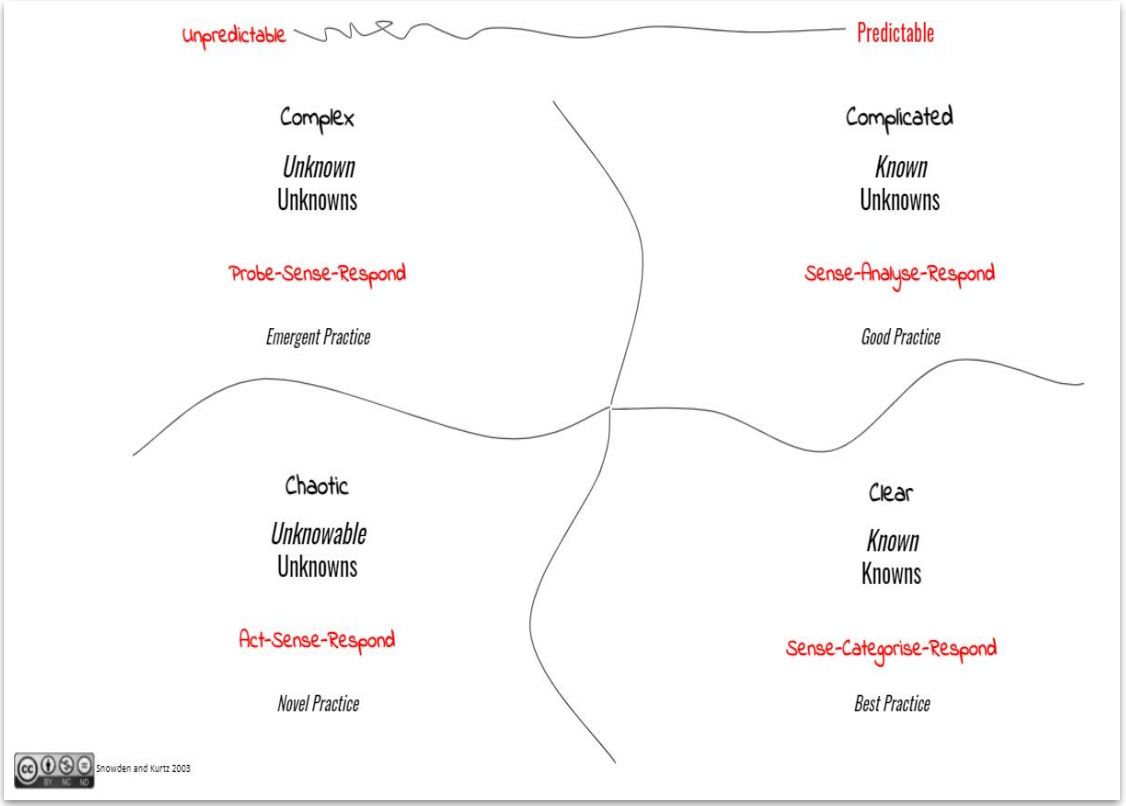
Cynefin - Knowing where you *are*

Systems theory
Complexity theory
Network theory
Learning theories



There's agile and then there's Agile

NOT just being flexible or working remotely

NOT just having a more responsive mindset and strategies.

It is those **AND** work, project and development rituals, ceremonies and tools.

How to activate Agile and create the strategies and plans that will enable you to start applying and being more Agile in developing and delivering the work people do.

Agile approaches to work - can be delivered remotely, in a Hybrid scheme or in co-located ways.

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Agile - 2001

Manifesto for Agile Software Development

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

The Agile Evolution of Work

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Work is a combination of:

Productivity and Stratification

Efficiencies in process, resource utilisation, standardisation, and waste reduction/removal

AND

Categorized levels of human social systems and understanding of behavioural dynamics and motivational factors

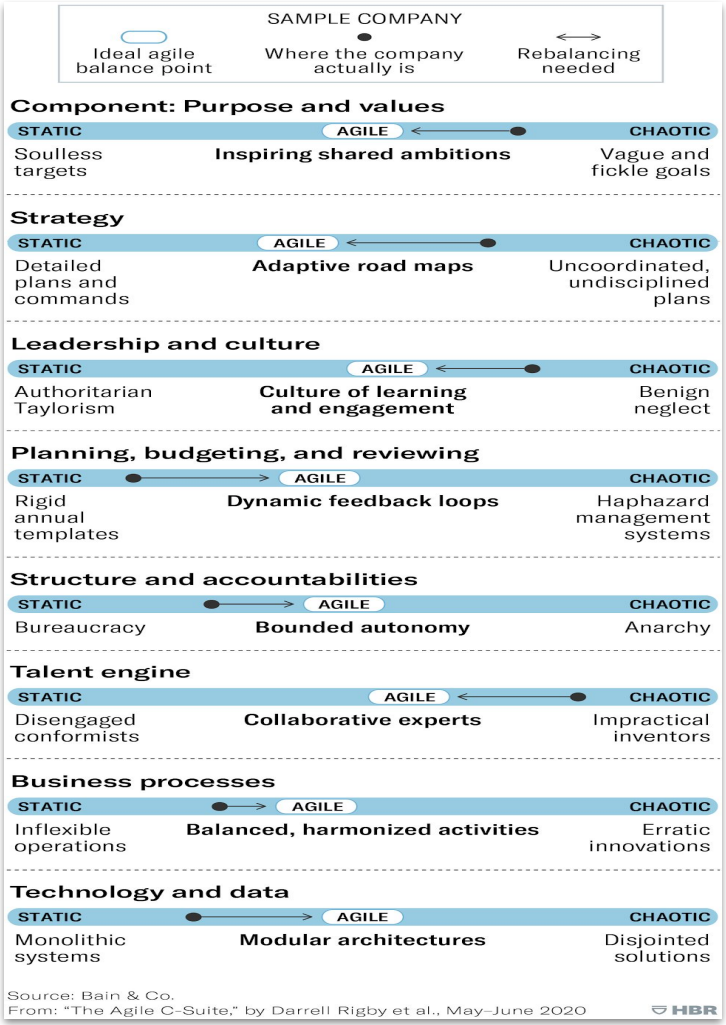
The last 20 years have truly brought the predictability of production engineering to the sciences of variable human behaviours.

We previously tried to control all of these elements and realised that we are sometimes powerless in the face of external and internal influencing forces.

Agility and Agile are our way to adopt white-water kayaking rather than stem the swirling rages of the river.

Harvard Business Review

Working with Agility



Individuals and interactions, not processes and tools

- We set a clear ambition ("what" and "why") and metrics for success but delegate the "how" to the team.
- We empower teams and believe that the right answer lies not with us but within the team.

Customer engagement, not rigid contracts

- We encourage teams to seek feedback from a diverse set of customers and promote a culture of rapid adaptation to feedback.
- We believe that things can always be improved.

Working solutions, not excessive documentation

- We strive for "good enough" working solutions rather than demanding perfection.
- We protect teams so that they can focus; we rapidly unblock key impediments.
- We support teams in breaking down complex problems and frequently iterating in order to rapidly deliver solutions.

Flexibility, not concrete plans

- We celebrate learning and create a safe environment for teams to take prudent risks and test unconventional hypotheses.
- We embrace ruthless and constant prioritization and stop activities that are not yielding results within the defined time frame.

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PTHZ

A short history of work systems

Sociocracy
Auguste Comte
Philosophy

1851

1930s

The Toyota Way
TPS

Kaizen
W. Edwards Deming

1940s

1950s

Sociocratic Peace Corp
Kees Boeke, Betty Cadbury

Systems Thinking
Talcot Parsons

1950s

1970s

Spiral Dynamics
Ken Wilber, Don Beck

1970s

Waterfall
Software Dev Life Cycle

1970s

Sociocracy Circles
Gerard Endenburg

1960s

Emergent Cyclical Theory
Professor Clare Graves

1950s

Design Thinking
R. Buckminster Fuller

1986

Six Sigma
Bill Smith & Jack Welch
Eliminate defects & reduce variation

1988

Lean Manufacturing
Eliminate Waste

1989

Prompt II
Project resource organization & management planning techniques

1980s/90s

Self Managed Orgs
Ricardo Semler, Semco; Chris Rufer, Morning Star; Bill Gore, GoreTex

1993

Scrum
Jeff Sutherland

2003

Cynefin
Chaos, complexity, complicated, simple

2001

The Agile Manifesto
Interactive, prototypes, collaborative, responsive

1996

Extreme Programming XP
Pairsworking, defactoring, collective ownership

1996

Prince II
Projects in controlled environments

1994

DSDM
Dynamic systems development methodology

2007

Holacracy
Brian Robertson

2009

L'Enterprise Liberte
Isaac Getz, Brian Carney

2011

SAFe
Scaled Agile Framework

2014

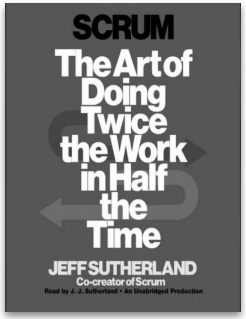
Teal Organization
Frederic LaLoux

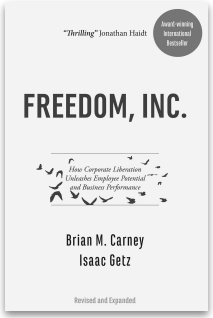
2014

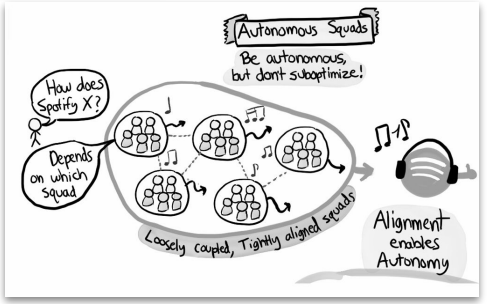
Squads
Spotify
Tribes, Chapters, Guilds, Agile Squads

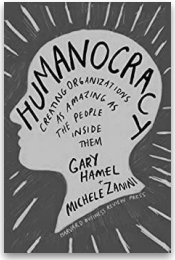
2020

Humanocracy
Gary Hamel & Michele Zanini









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Hybrid Working - Fix the system, don't fix people

Key word = Principles

Adopt the principles of 'working out loud' so everyone can see who is doing what and how it is going (for some it is via a CRM/ERP workflow queue in other instances it is via MS Teams & Planner or Slack & Trello).

Agree on the principles of a complex, deep and thoughtful work (which is BETTER done in quiet spaces) and creative, socialised work (which needs people to be working in close proximity to each other).

Utilise the principles of Sprint-based approaches. Iterative development periods agreed by Teams that provide **work punctuations**. Reducing the monotonous hum of *never-finished* work.

Consider the principles of Show & Tells; Prototypes and iterations (so less reports about the work, and what the actual work looks like and is).

Harvard Business Review

Making the Case for Your Hybrid Plan

Knowing where you want to spend your time is all well and good, but it won't help if your boss isn't supportive of your hybrid work plan. Luckily, all the data you've crunched about your productivity gives you a great place to start making the case. Summarize your findings in a concise note that shows the major responsibilities on your plate broken out into the parts that are best handled at the office, and the parts that are best handled at home. Support your conclusions with data that shows you write more words, reply to more emails, or create presentations more efficiently on the days that you are at home.

Depending on your manager, you may also find it helpful to estimate the specific amount of time each part of your work is likely to require.

For example, if your upcoming responsibilities include leading the work on that annual report, your hybrid plan might include the following:

Annual report (68 hrs)

Office tasks (24 hrs)

- Interview stakeholders (12 hrs)
- Brainstorm report messages (1 hr)
- Outline report (2 hrs)
- Review/troubleshoot report drafts (6 hrs)
- Brief and update designer (3 hrs)

Remote tasks (44 hrs)

- Background research for content (14 hrs)
- Draft report content (16 hrs)
- Image research for report design (4 hrs)
- Review/edit final report (10 hrs)

What Mix of WFH and Office Time Is Right for You?

by Robert C. Pozen and Alexandra Samuel

May 04, 2021

HBR Staff/Megan Maloy/Getty Images

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Dispersed working in a Hybrid Team

Work that is either high in volume and repetition; OR
Work that is lower in volume but is complex and challenging:

Start by knowing where **the work sits** (chaotic, complex, complicated, simple)

If low-cognitive, high-volume - *business as usual **simple***

- use the pomodoro technique where possible - 25 minutes applied/short breaks
- bring variety and a sense of achievement/accomplishment not just numbers
- Use journaling techniques - what were the nature of the queries? Any approaches that worked with extra positive impact? If people were aggravated, what was that about? Are there other processes before or after this query resolution that could be improved or enhanced?

If challenging work - *project work (**complex** and/or **complicated**)*

- break into Agile sprint-based cycles (visible work backlogs; sense of accomplishment; adaptive planning)
- similarly - use journalling - what was similar and different about each challenging aspect of the project/work?
- how did I optimise my work? How did I know what others were working on that chimed well with my efforts? How did we resolve issues and decisions? What would we do differently next time?

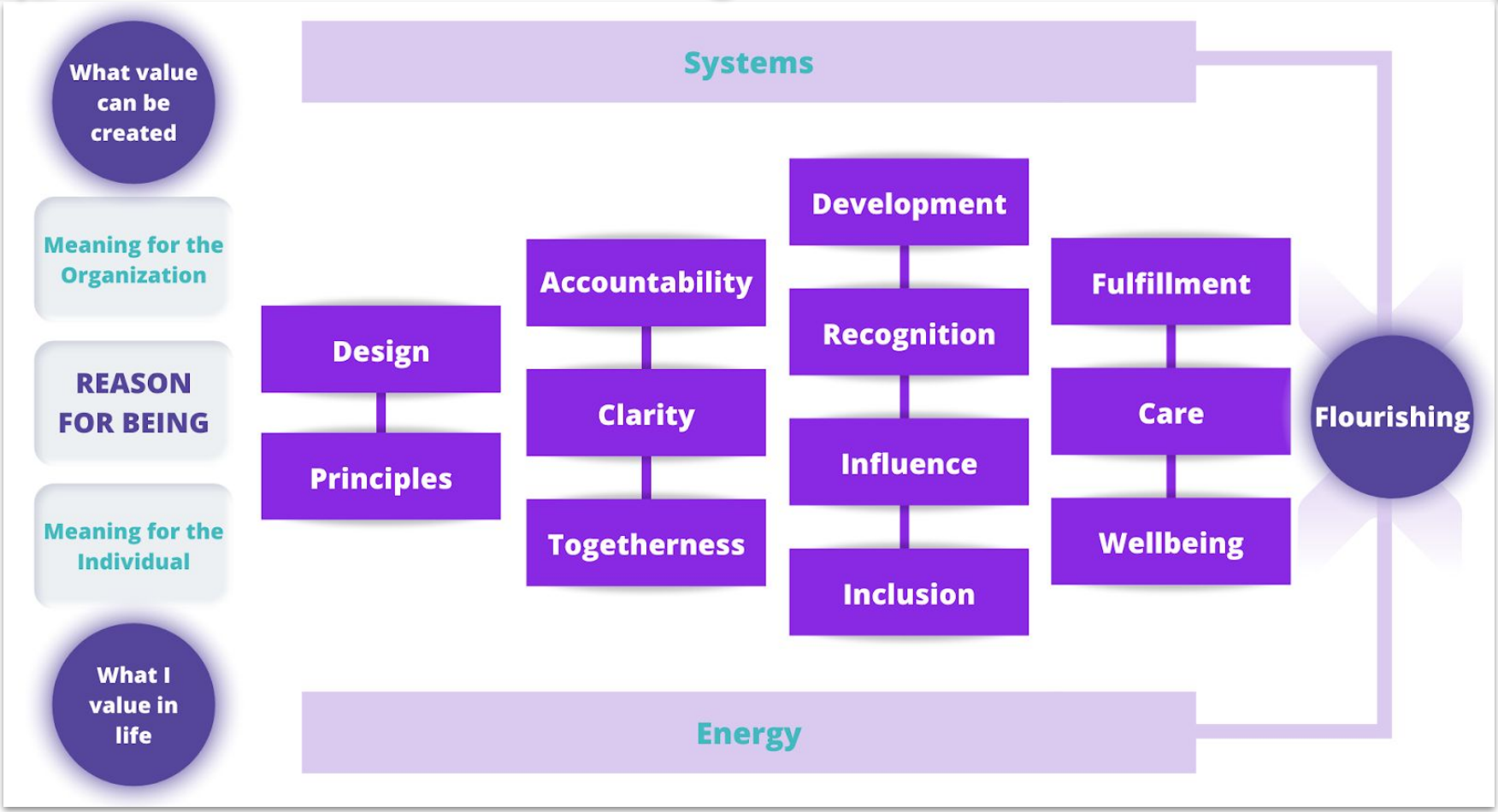
Remote work features less natural breaks or random distractions - there is a need to **create punctuation** else the day is perhaps a less-fulfilling "*monotonous hum.*"

Learning your way into Hybrid Working

Key word = Enough

- Learn **enough** so you can start experimenting with fresh patterns and approaches
- Choose work areas/topics that are **enough** to validate place-based or remote working principles across the team
- Share **enough** so the learning is from the multiple perspectives of others about Hybrid working
    - how does Hybrid working feel to me?
    - what does Hybrid working do to how I approach my work?
- Share with **other teams** you're closely associated with, and look at how your Hybrid plans and theirs match/differ and work out if this might impair or enhance each other's work.

PTHR's 42@Work Model



What works: experience

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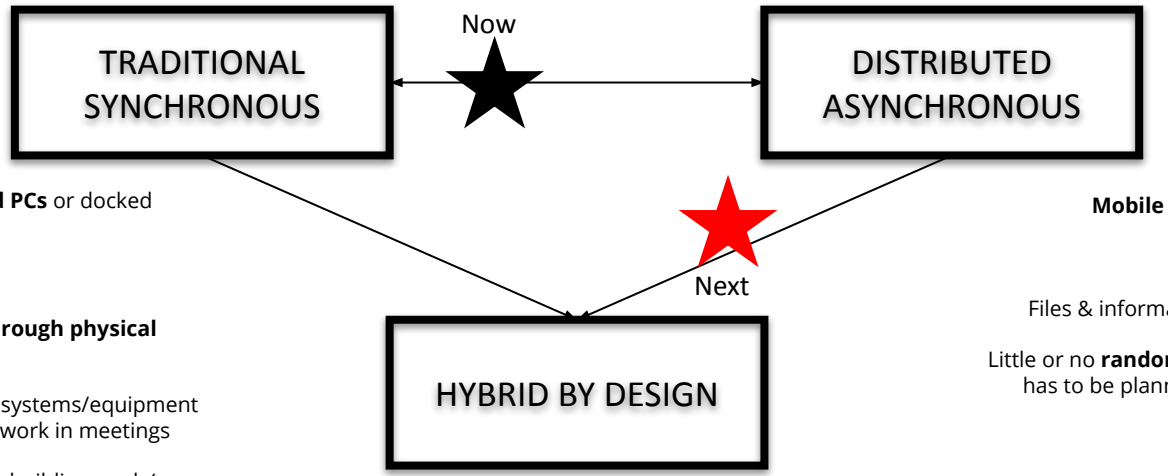

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