

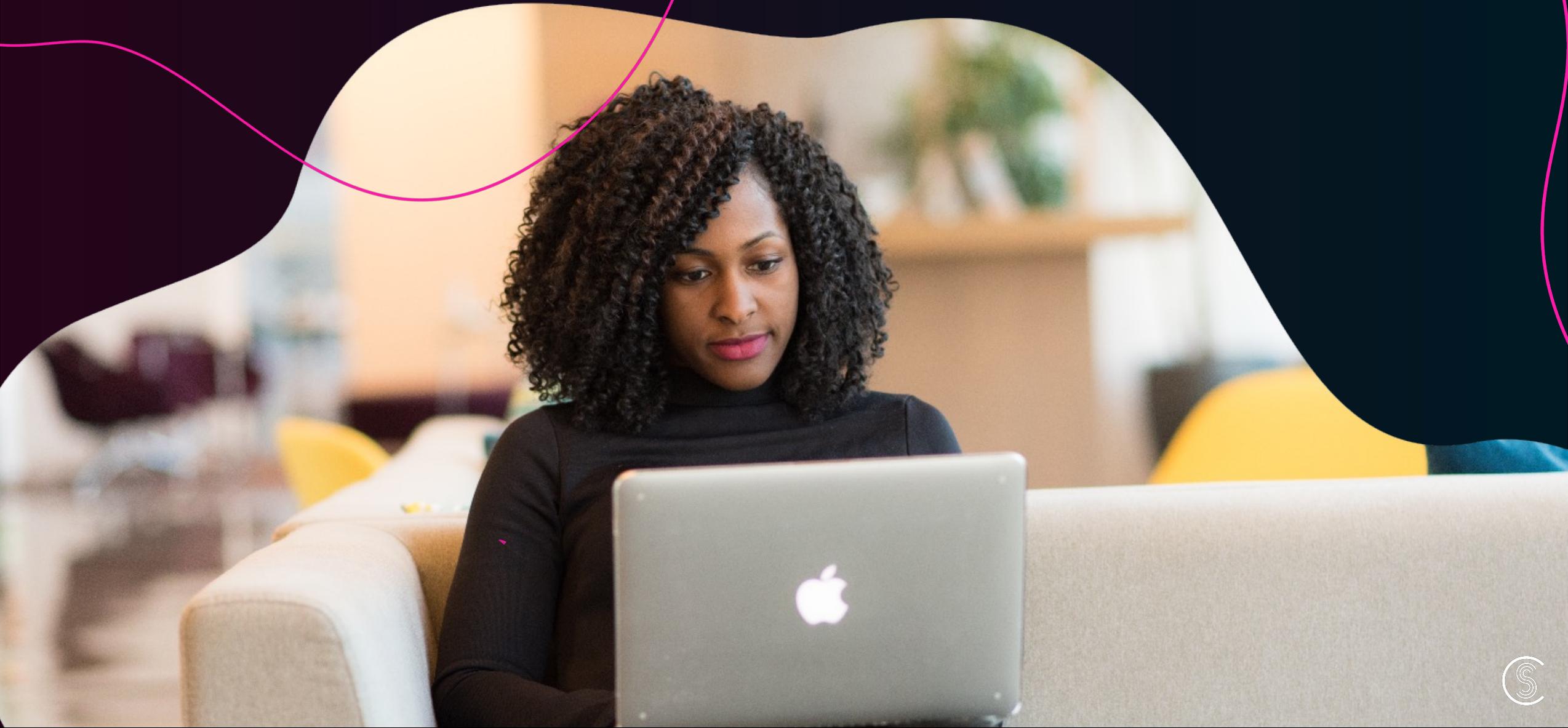
**If you go back (to the office),
don't go backwards (in time).**



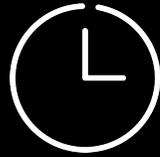
**COLLABORATION
SUPERPOWERS**

Work Together Anywhere

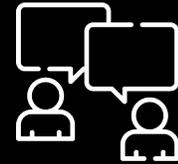
The future of work is **choice.**



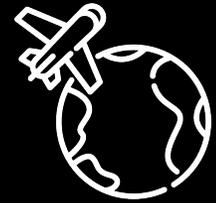
The Landscape of Hybrid



**Mandate:
X Days/Week**



**Team
Decides**



**Totally
Remote**



**Back to the
Office**

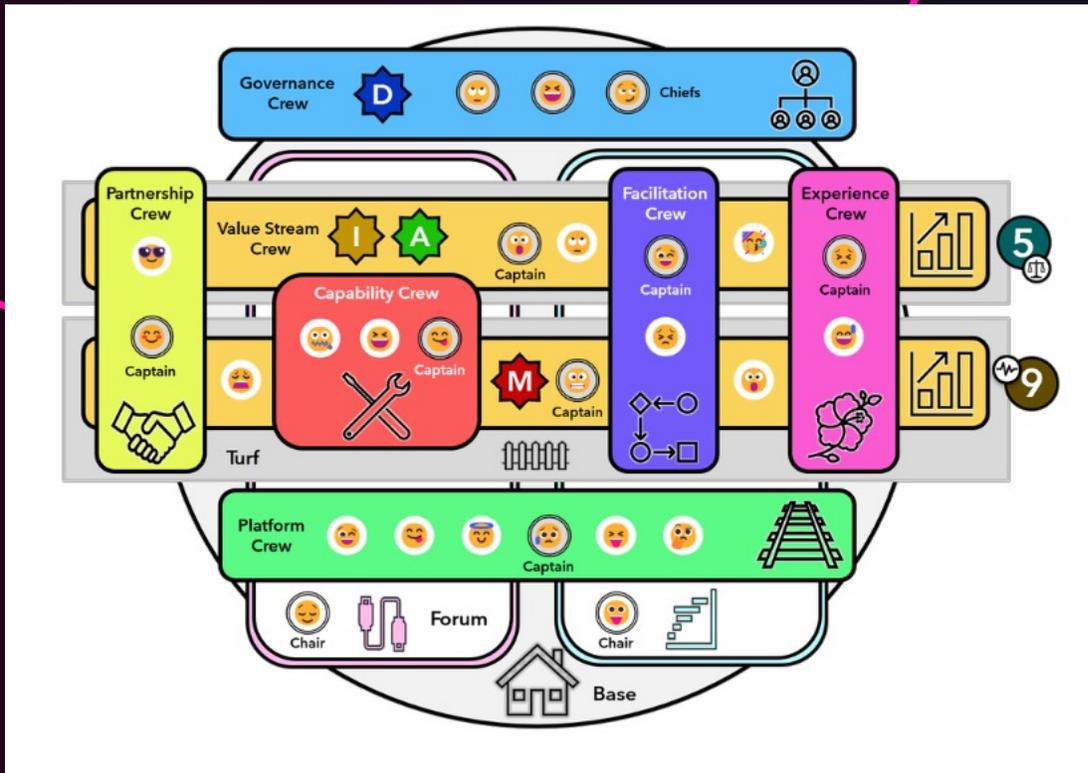


The difference in preferences is not the problem – but it **IS** a problem if being in the office gets rewarded
“**presenteeism.**”

Diversity



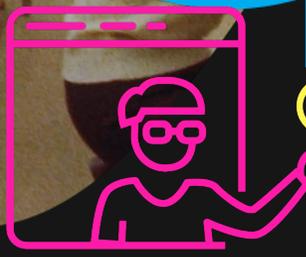
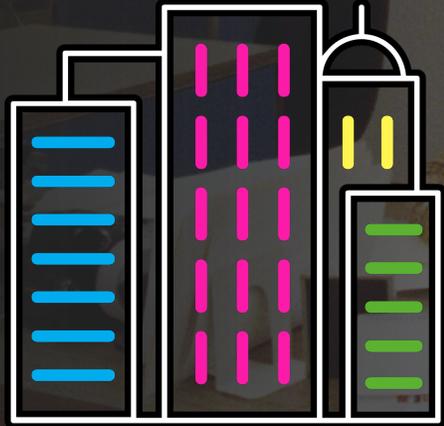
Jurgen Appelo



"If you want an organizational structure that can handle the challenges of the 21st century, you need to ensure that there's practically no difference between a physical team and a virtual team."



Office First



Remote First









INTER-DEPARTMENTAL MAIL

Cross out previous address. Use repeatedly until all spaces are utilized.

Name Michael Simmons	Name Tom Minton	Name _____
Dept. Accounting	Dept. _____	Dept. _____
Name Angela	Name Cathy Sherman	Name _____
Dept. Gen. Inv.	Dept. _____	Dept. _____
Name Mike Ruppel	Name Cathy Sherman	Name _____
Dept. Supp. Inv.	Dept. _____	Dept. _____
Name AMY	Name _____	Name _____
Dept. ACCT.	Dept. Vicki Koons	Dept. _____
Name Cheryl Bright	Name Tom Minton	Name _____
Dept. FA	Dept. HUMAN RESOURCES	Dept. _____
Name Terri Carroll	Name _____	Name _____
Dept. _____	Dept. _____	Dept. _____
Name Bing Johnson	Name _____	Name _____
Dept. _____	Dept. Joyce Smith	Dept. _____
Name Carlomen	Name Gary Arner	Name _____
Dept. Office	Dept. INV.	Dept. _____
Name John Stargeli	Name _____	Name _____
Dept. _____	Dept. _____	Dept. _____
Name Gene Johnson	Name Marion Preibisch	Name _____
Dept. _____	Dept. Laura Henley	Dept. _____
Name Wendy Ruskay	Name SOEH. (HR)	Name _____
Dept. Inv. Cust. Serv.	Dept. _____	Dept. _____
Name Tom Minton	Name _____	Name _____
Dept. HUMAN RESOURCES	Dept. Marion Preibisch	Dept. _____
Name Chris Roberts	Name Tim Mittenberger	Name _____
Dept. Bill Blawie	Dept. MS	Dept. _____
Name Randy Black	Name _____	Name _____
Dept. _____	Dept. _____	Dept. _____
Name Gary Arner	Name _____	Name _____
Dept. FA	Dept. _____	Dept. _____
Name Bob Schultz	Name _____	Name _____
Dept. _____	Dept. _____	Dept. _____
Name Wendy Ruppel	Name _____	Name _____
Dept. INV. CS	Dept. _____	Dept. _____
Name _____	Name _____	Name _____
Dept. _____	Dept. _____	Dept. _____
Name _____	Name _____	Name _____
Dept. _____	Dept. _____	Dept. _____
Name _____	Name _____	Name _____
Dept. _____	Dept. _____	Dept. _____

USE ADDITIONAL SPACES ON BACK OF ENVELOPE.











NOW... what is the **office** for?

More documentation

More feedback

Information architecture

Mastering new
communication



Biggest Change for People

On
vs.
Off



Biggest Change for Teams

Time VS. Results

Intentional Collaboration in a Hybrid World

Hybrid teams that collaborate intentionally have a stronger awareness of how, where and when to use each of the four hybrid collaboration modes.



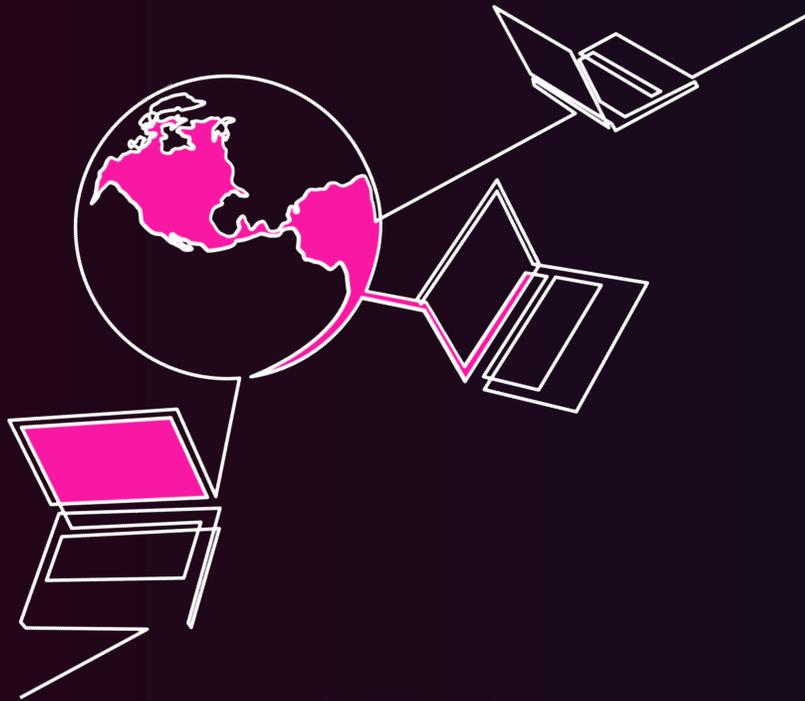
Biggest Change for Leaders



Focus on
**autonomy &
transparency**



Navigating a Hybrid Work Environment



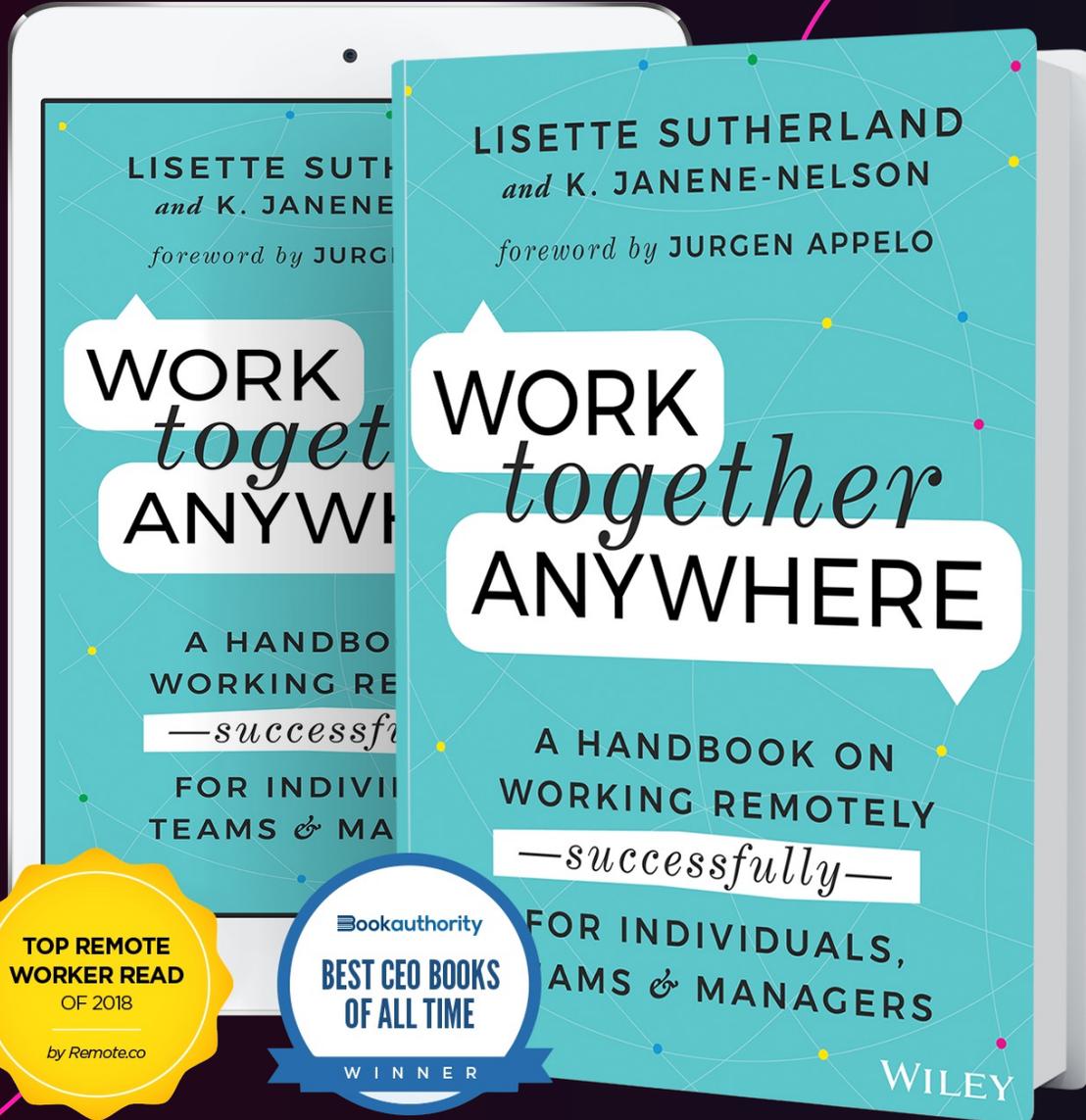
**Modify How We
Communicate**



**Define
"Normal" Behavior**



**Explore New Ways
of Being "Present"**

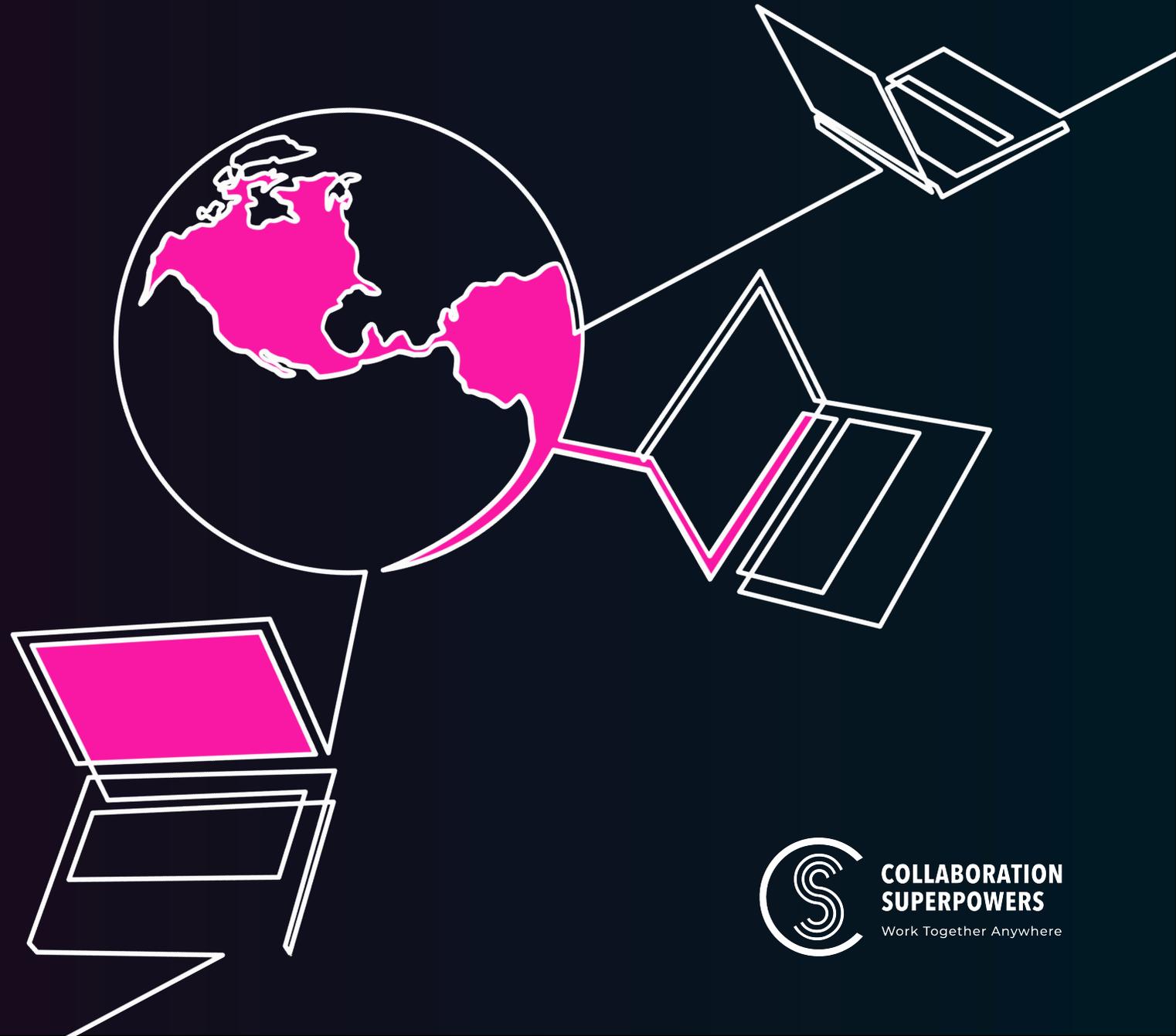


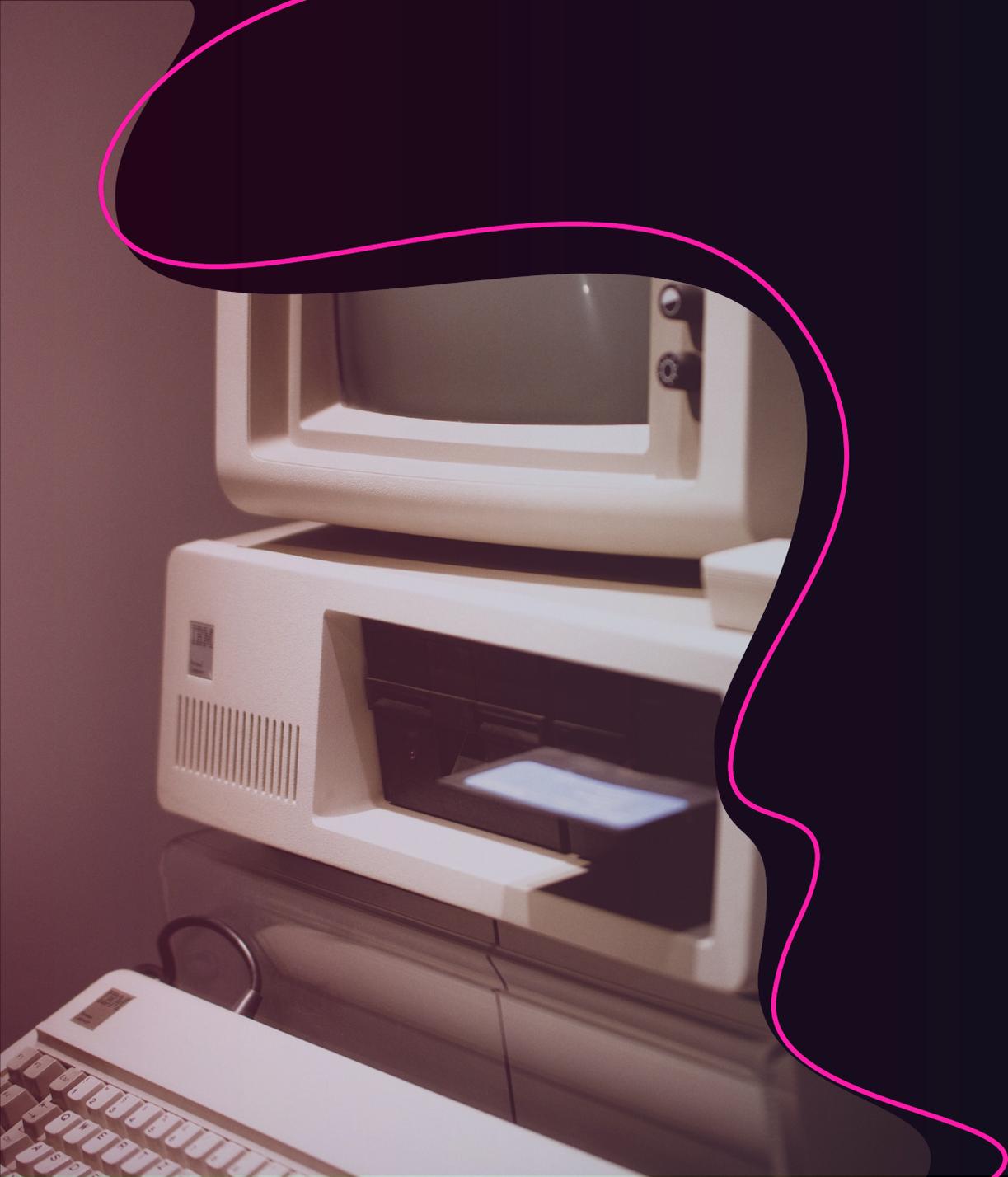
collaborationsuperpowers.com



1

Modify How We Communicate

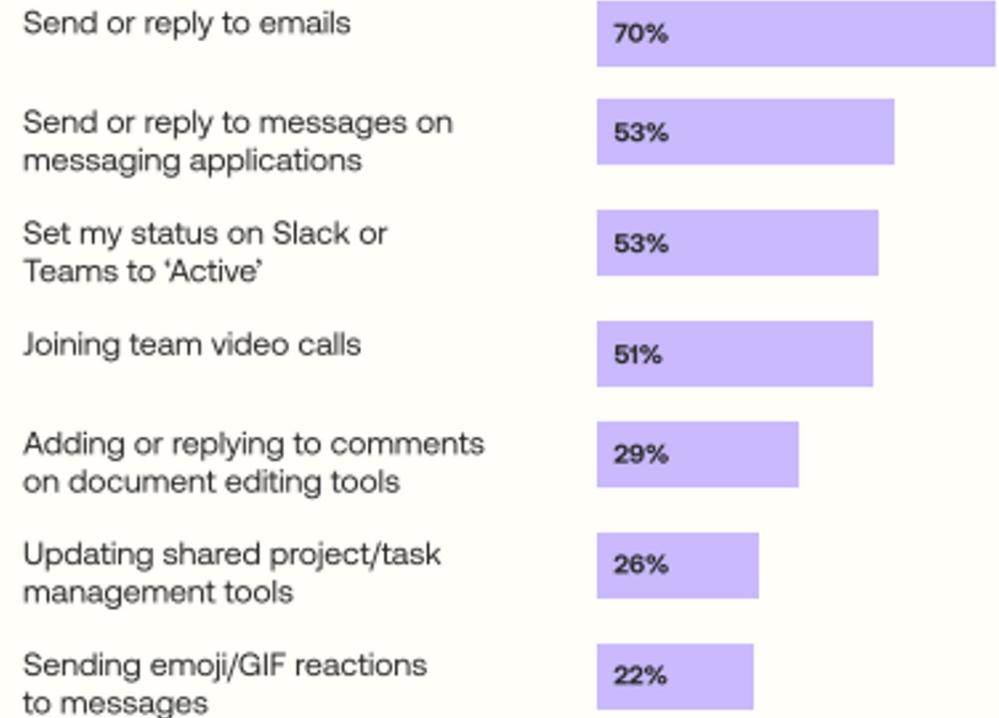


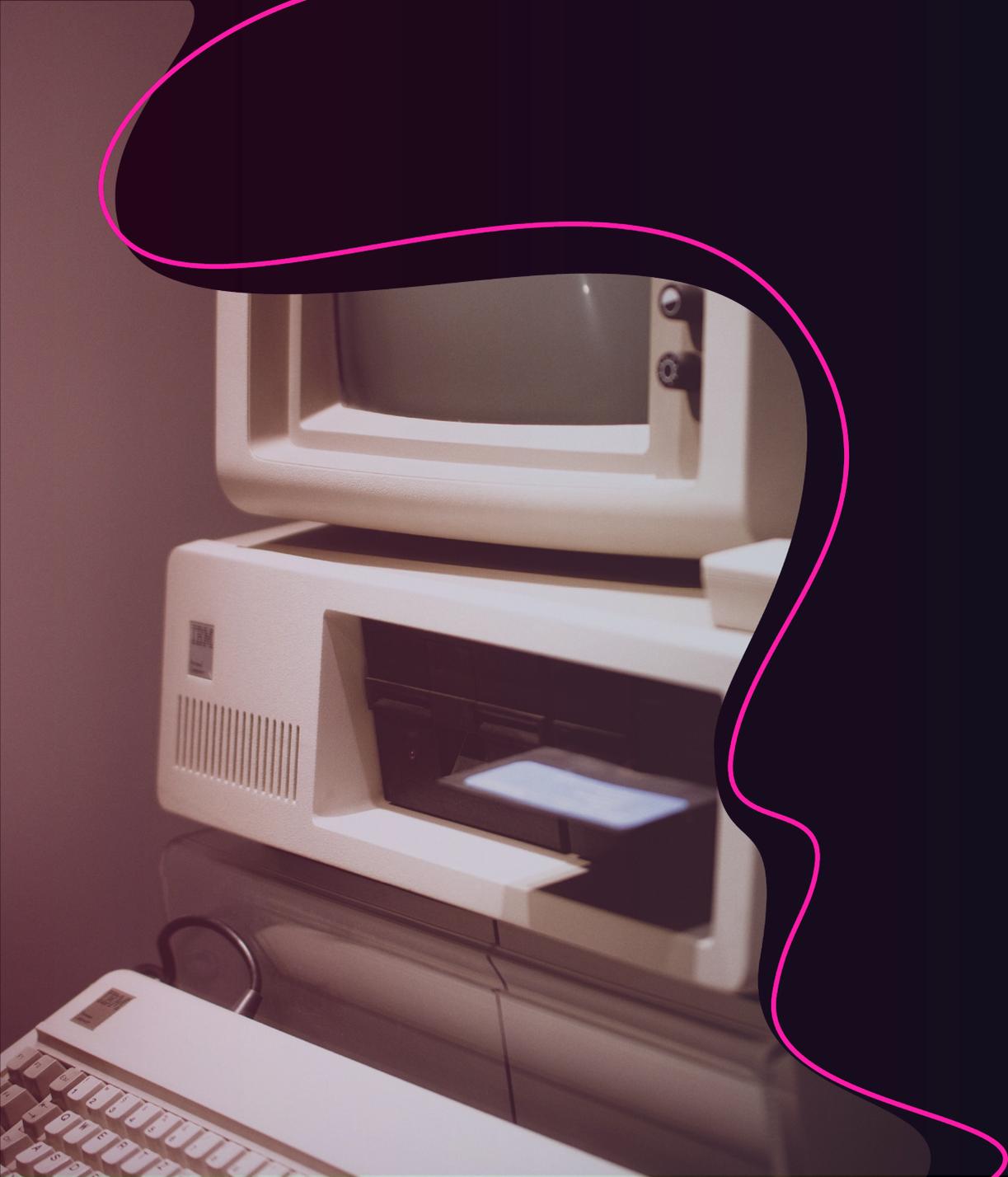


How many work applications send me notifications

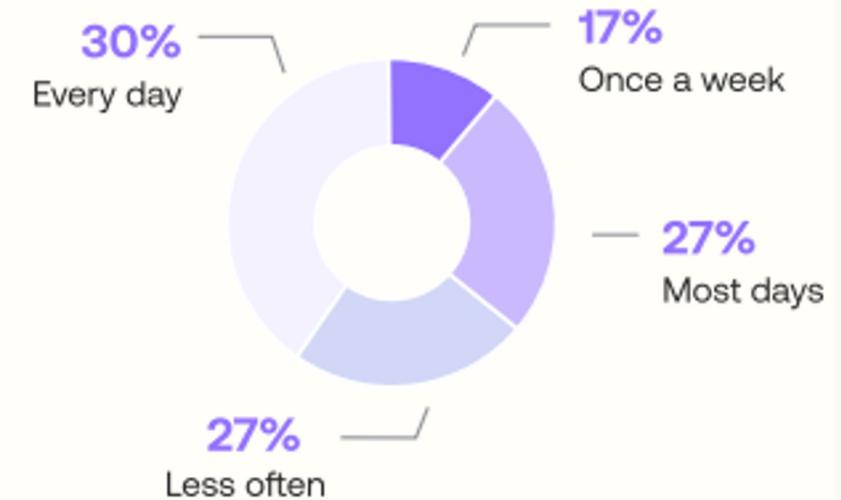


How I signal to colleagues I am online and working



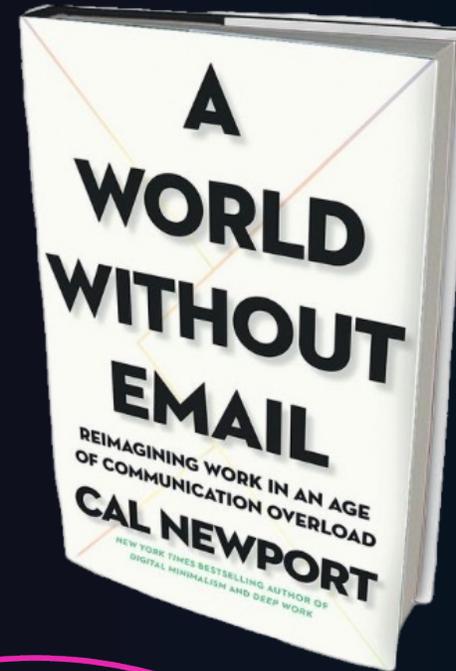


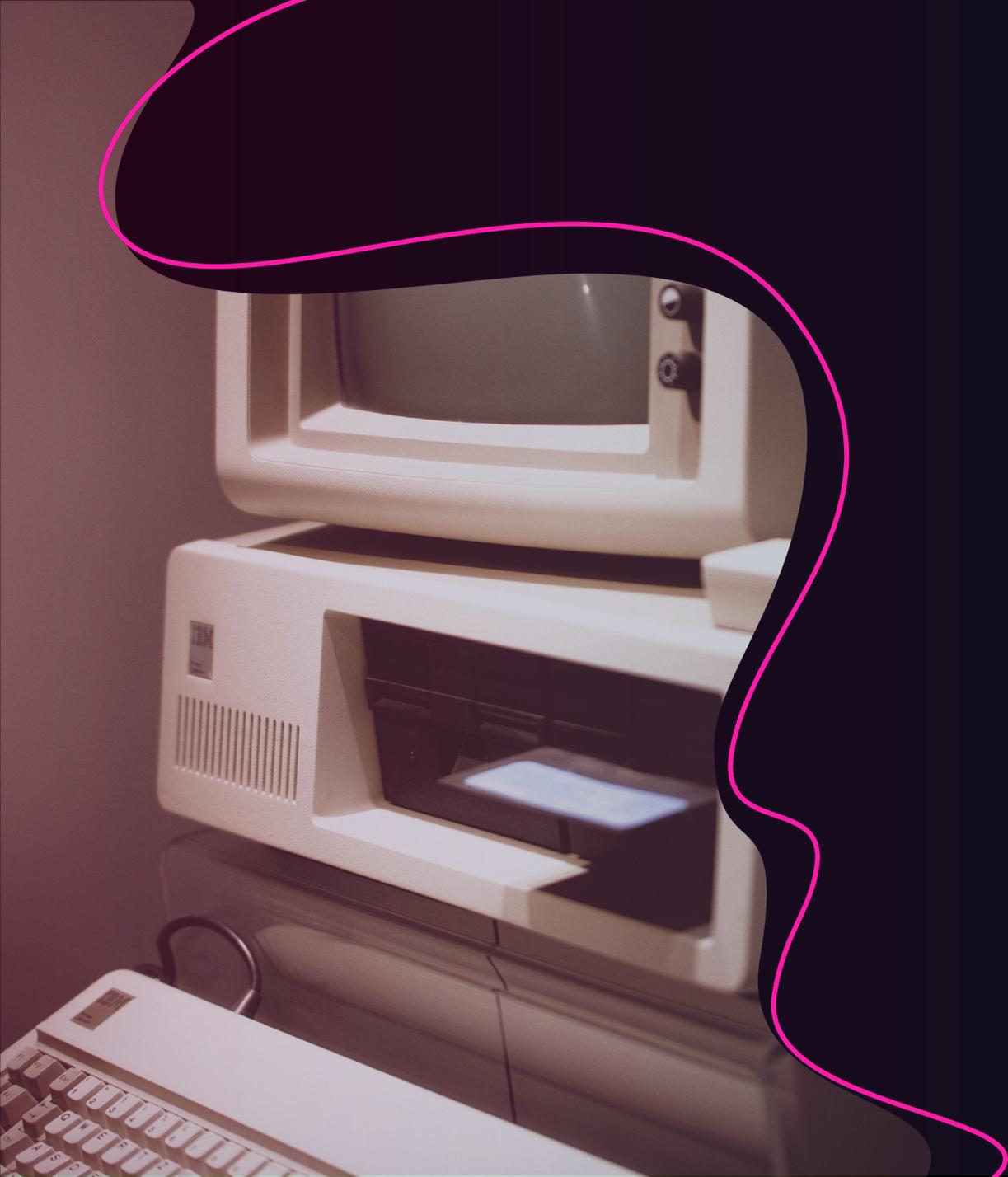
How often I reply to notifications outside of my working hours



Tame the
hyperactive
hive-mind.

Replace low-effort
communication
with high-quality touch points.





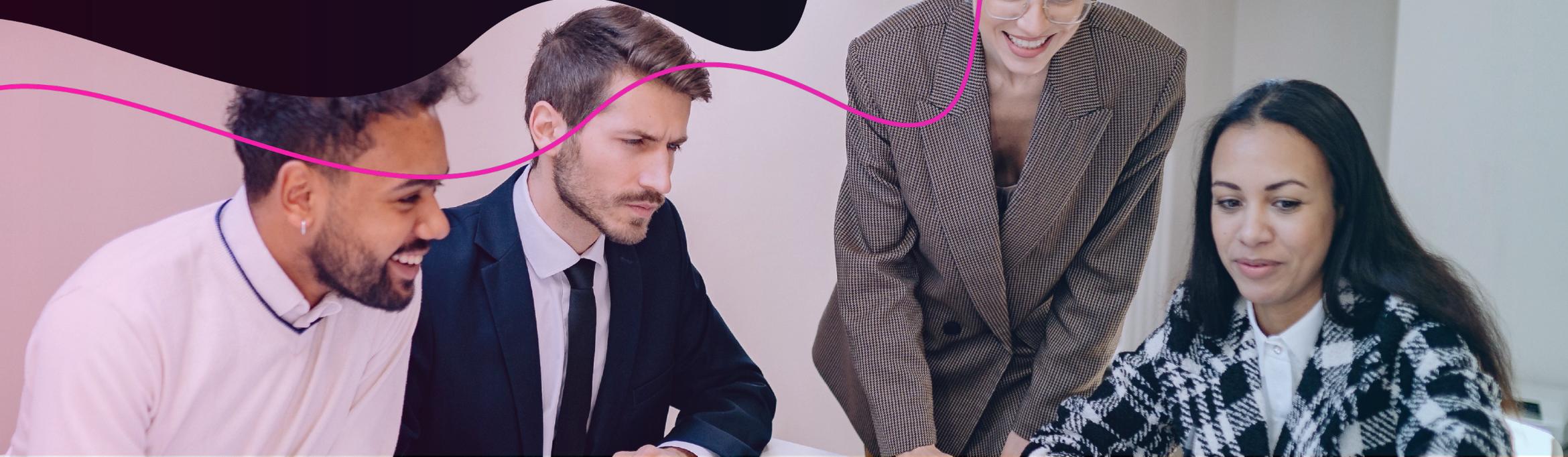
I find it difficult to switch off because



Instead of trying to keep up
(impossible anyways),
we need to
change how we work.



A **good workflow** makes it easy to review who is working on **what** and **how** it's going.



Connecting while
hybrid

VISUALIZE OUR WORK - WORK OUT LOUD

“People respect you more when they know how you contribute. And they question your value when they don’t know how you contribute”

- Ryan Chartrand





KARIN M. REED AND JOSEPH A. ALLEN

SUDDENLY



HYBRID

MANAGING THE MODERN MEETING

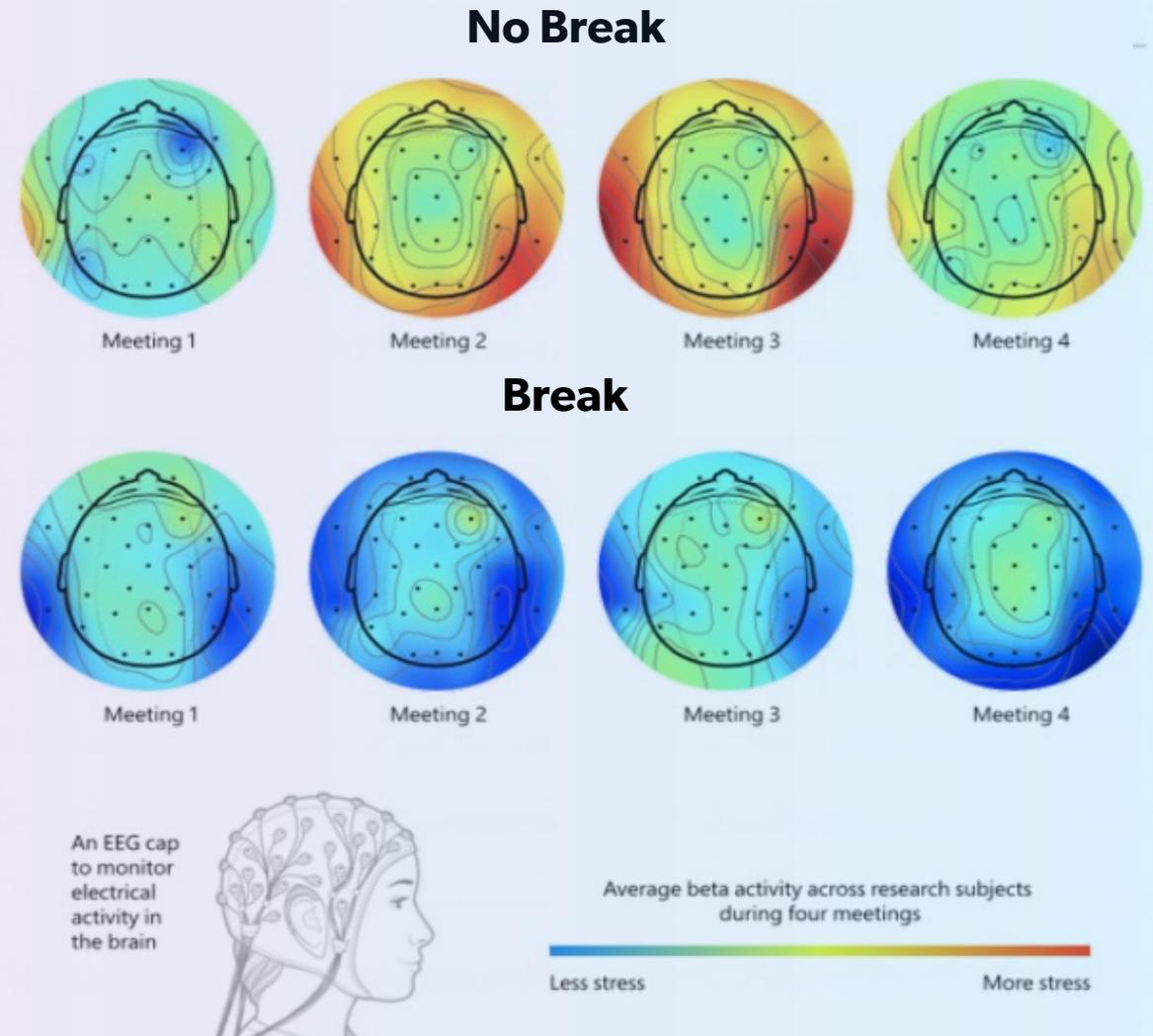
WILEY



No Break

vs. Break

What happens to your brain?



Meeting fast

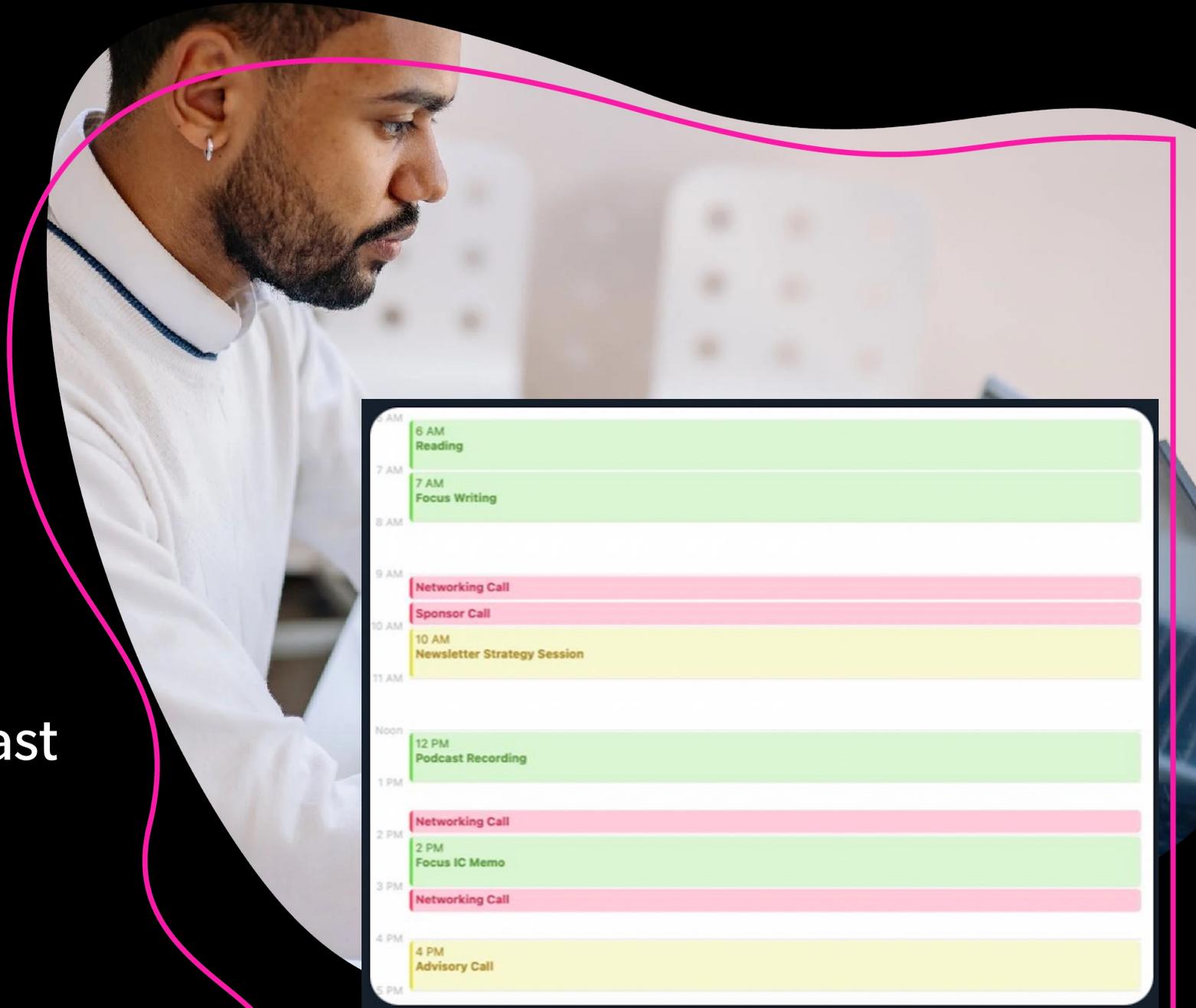
Energy calendar

Meeting audit/rating

Record meetings

Replace company meetings with a podcast

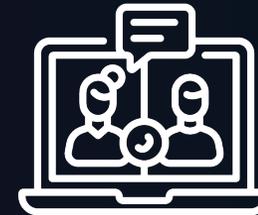
CURATION IS KEY!



6 AM	Reading
7 AM	Focus Writing
8 AM	
9 AM	Networking Call
10 AM	Sponsor Call
10 AM	Newsletter Strategy Session
11 AM	
Noon	
12 PM	Podcast Recording
1 PM	
2 PM	Networking Call
2 PM	Focus IC Memo
3 PM	Networking Call
4 PM	
4 PM	Advisory Call
5 PM	



Reduce the number
of meetings you need.



Improve the
meetings you have.

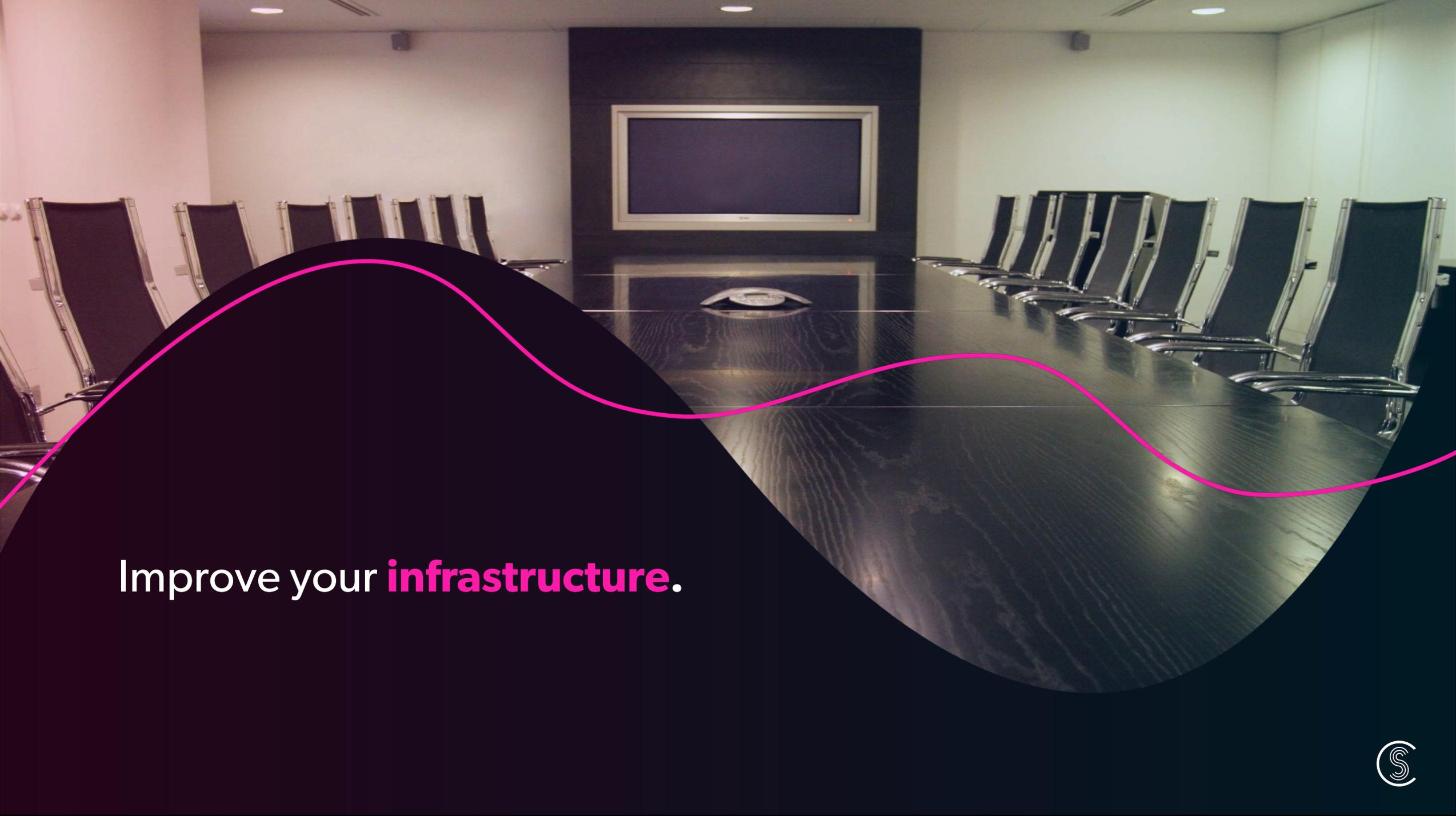
Other - add to chat!





"Zoomocracy"

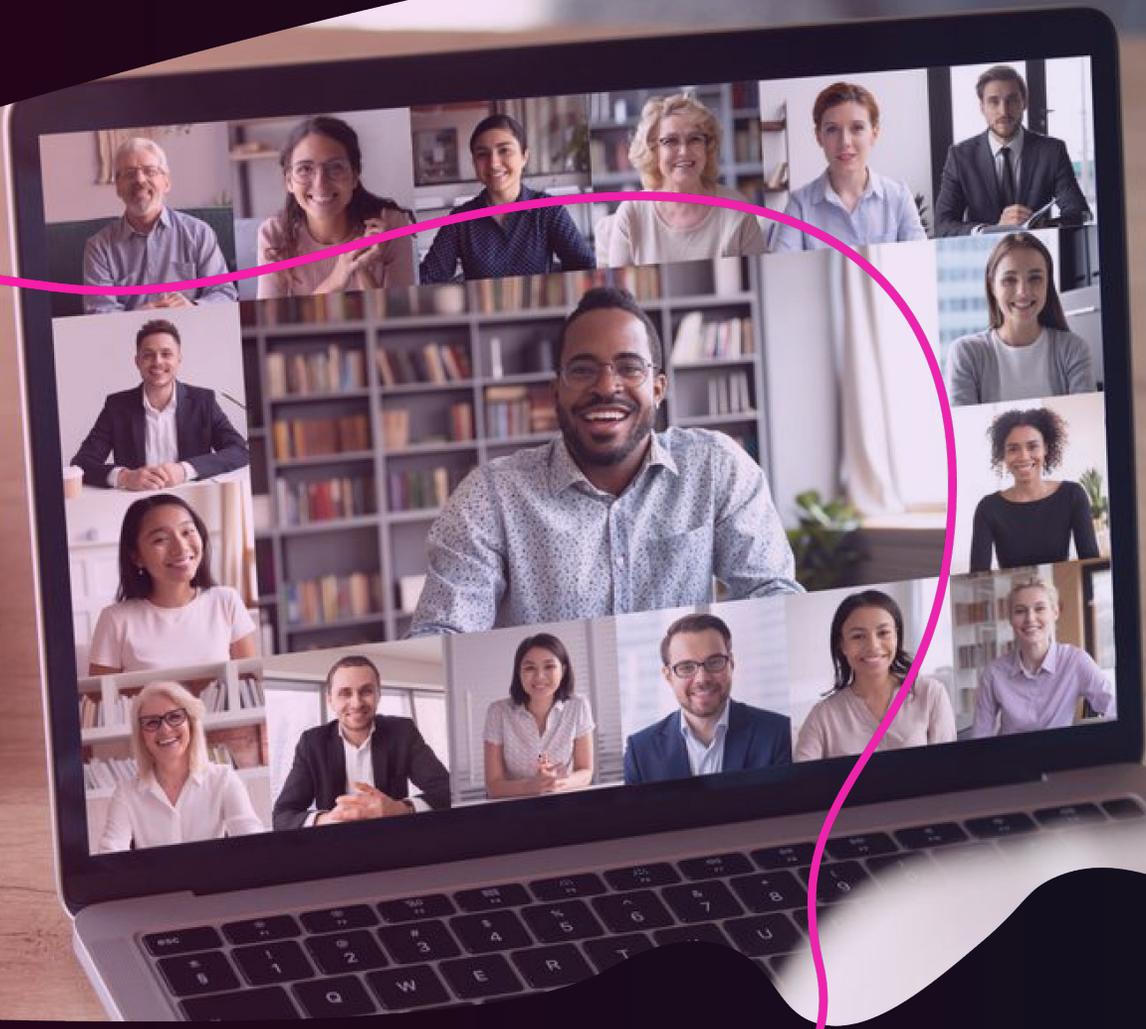
When one person is remote,
everyone is remote.



Improve your **infrastructure.**







Design and Facilitation



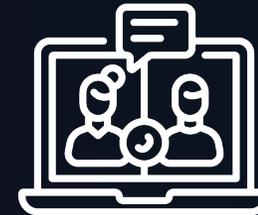
A Good Meeting

1. Has a clear purpose.
2. Has an agenda.
3. Starts and ends on time.





Reduce the number
of meetings you need.

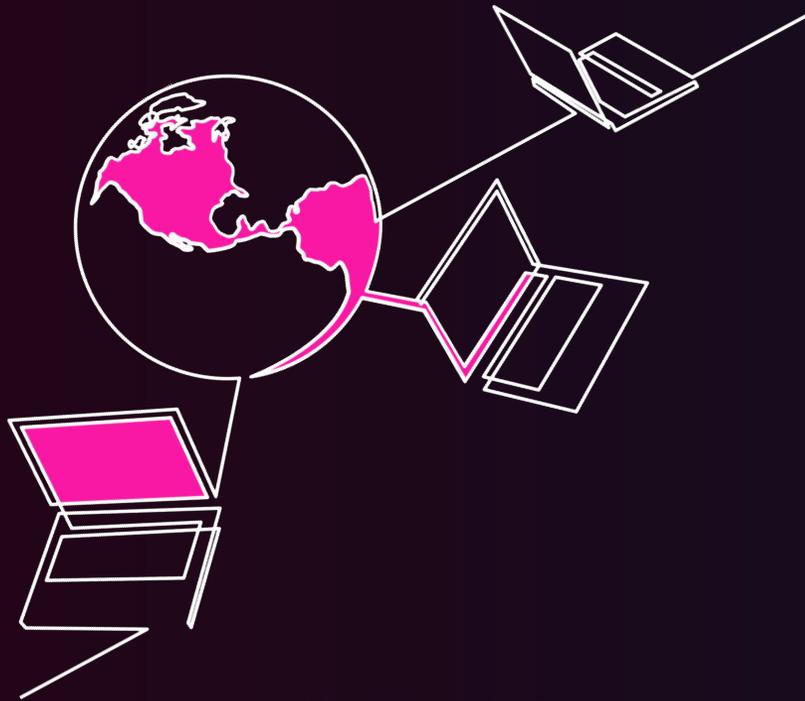


Improve the
meetings you have.

Other - add to chat!



Navigating a Hybrid Work Environment



**Modify How We
Communicate**



**Define
"Normal" Behavior**



**Explore New Ways
of Being "Present"**



2

Define "Normal" Behavior



**COLLABORATION
SUPERPOWERS**
Work Together Anywhere

What time of day are you
most productive?



- A** Sunrise
- B** Daylight
- C** Sunset
- D** Night Time





Lisette Sutherland's

PERSONAL USER MANUAL

Knowing what we need to be productive can help us do our best work and to design our lifestyles around the things we love the most.

The purpose of a **personal user manual** is to help others understand us better so that we can collaborate more effectively. The idea behind this concept came from my highly sought-after **Collaboration Superpowers TEAM Agreement**.

[READ THE CS TEAM AGREEMENT](#)

Plus, read our *HOW-TO GUIDE* to create your own **team agreements**.



LANGUAGES

- **English** is my native language
- I speak **Dutch** better than a beginner, but am not yet fluent (I am level "B2")
- I understand **German** but don't speak it well.

I was born in Germany and spent the first 10 years of my life in Frankfurt. I spoke German fluently as a child, but after living in the US for 25 years, that skill faded. I moved to The Netherlands in 2009 and have been working on my Dutch ever since (I have both American and Dutch citizenship.)

TIME ZONE & WORKING HOURS

- I live in **The Hague, The Netherlands**
- I work between **8:00 – 18:00 CET / CEST** on weekdays
- I don't check email, work, or respond to work-related messages on the weekends.

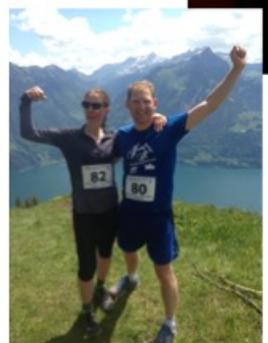
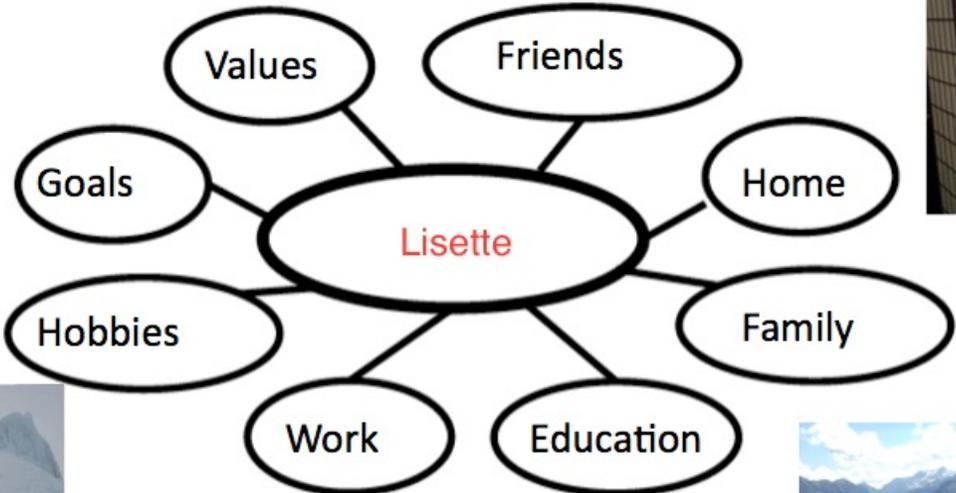
SOCIAL MEDIA

[Twitter \(@lightling\)](#)
[LinkedIn](#)

Create a Personal User Manual.



reliability
competence
fairness
trustworthiness
initiative





KEYWORDS/EXPERTISE

#communications #EdTech #dutchaustralian

BIO

Part time lecturer at The Hague University of Applied Sciences in marketing and communications. Communications consultant via Zestor for 10 years. Outside of work I enjoy running and yoga and raising my two global citizens ((two girls aged 9 & 11).

QUOTE

"Love to connect, communicate and educate"

DEMOGRAPHICS

Age: 44
Location: The Hague
Nationality: Dutch Australian
Family: Married, 2 children

GOALS

- Speak at 2 international conferences in 2019
- Run 5km in 30 minutes by 30 June
- Complete my EdTech book by 1 December

FRUSTRATIONS

- When people don't respond to messages
- Too many things to do, not enough time
- Trying to balance work and family

TECH & TOOLS

Apple
iPhone SE
MacBook Pro
iPad Air
Digital SLR Camera
GoPro Camera

TOOLS & FREQUENCY

Use Daily:
WhatsApp
Facebook
LinkedIn
Email

Use Weekly:
Twitter
Instagram

Open to Use:
Yammer
Microsoft Teams

Refuse to use:
Snapchat

TIME ZONE & WORK HOURS

The Hague, The Netherlands

Part Time
Flexible
Evenings & weekends ok
Check messages daily and respond when I can (usually within 24 hours).

CONTENT

Comfortable with text, audio, video and images.
Engagement is better with video.
Enjoy creating creative content.

COMMUNICATIONS CHARACTER

Communications is "my thing". I love to be in constant contact with others, and do not mind much which channel we use. I get a bit overwhelmed by the number of messages but try to reply to direct messages within 24 hrs.

ENGLISH

10 Reading
10 Writing
10 Listening
10 Speaking

DUTCH

8 Reading
3 Writing
7 Listening
7 Speaking

OTHER LANGUAGES

Very basic French
Interest in learning Italian

Hello, I'm Steven



My Working Hours

Mo: 09:00 - 17:00
 Tu: 09:00 - 17:00
 We: 09:00 - 17:00
 Th: 09:00 - 17:00
 Fr: 09:00 - 17:00



My Communication preferences are...

slack Google Meet EMAIL

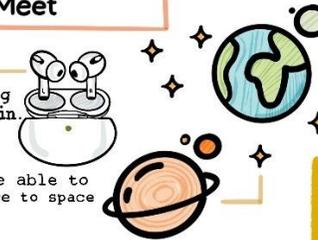
Conditions I like to work in

I like a quiet working environment, if there is a task that needs focus.



I like having headphones in

I need to be able to move from space to space



Things I need



COFFEE



TEAM DEVELOPMENT



IDEATION

The best way to give me feedback is ...

Feedback is a gift

I like receiving feedback face-to-face

I see all feedback as a learning opportunity, so I like total honesty. Include examples!



Things I love

"I like hearing what others are working on."

User research is a team sport



swarming sketching

Things I struggle with

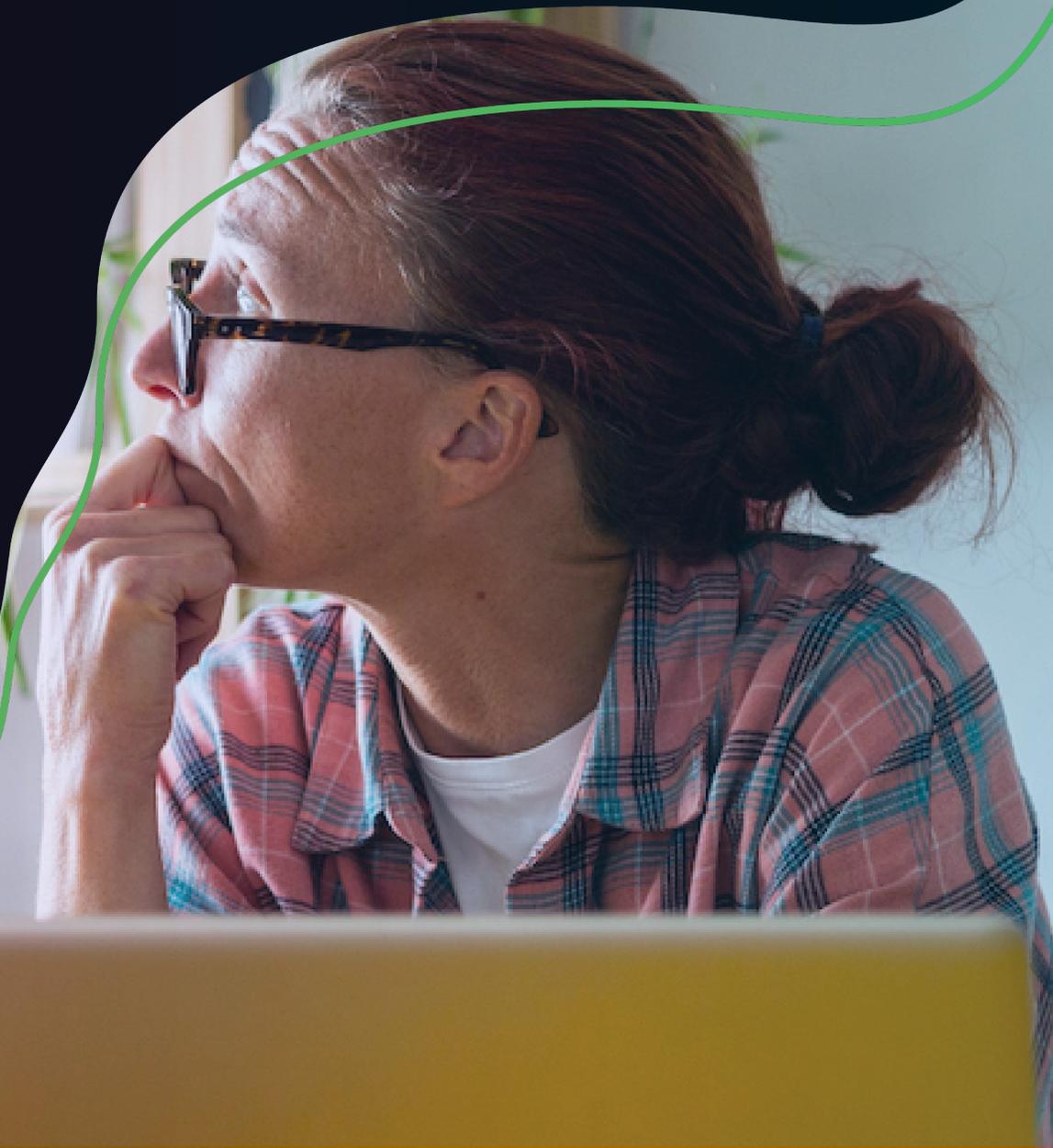


Politics "No, but"



Out of sight, **out of sync.**

More silos.



Create a team agreement.

What is *normal*?



Much like an orchestra tunes up before a performance, or an athlete warms up before a practice, tuning a virtual team helps get everyone on the same page.

Team name:

Date:



VALUES

What are our guiding principles?



INFORMATION

What information do we need to share and how do we access it?



COMMUNICATION

How and when do we talk to each other?



COLLABORATION

How do we know what each other are doing?



WELL-BEING

How do we care for ourselves and each other?



Focus for Teams

Trust

Reliability

Consistency

Responsiveness



Focus for Leaders

Leaders must **role model** the behavior they want to see



You are here: Handbook

Introduction

The GitLab team handbook is the central repository for how we run the company. Printed, it consists of over [13,804 pages of text](#). As part of our value of being transparent the handbook is [open to the world](#), and we welcome feedback. Please make a [merge request](#) to suggest improvements or add clarifications. Please use [issues](#) to ask questions.

Company

- [About GitLab](#)
 - [History](#)
- [Values](#)
- [Mission](#)
- [Vision](#)
- [Strategy](#)

Maintained by



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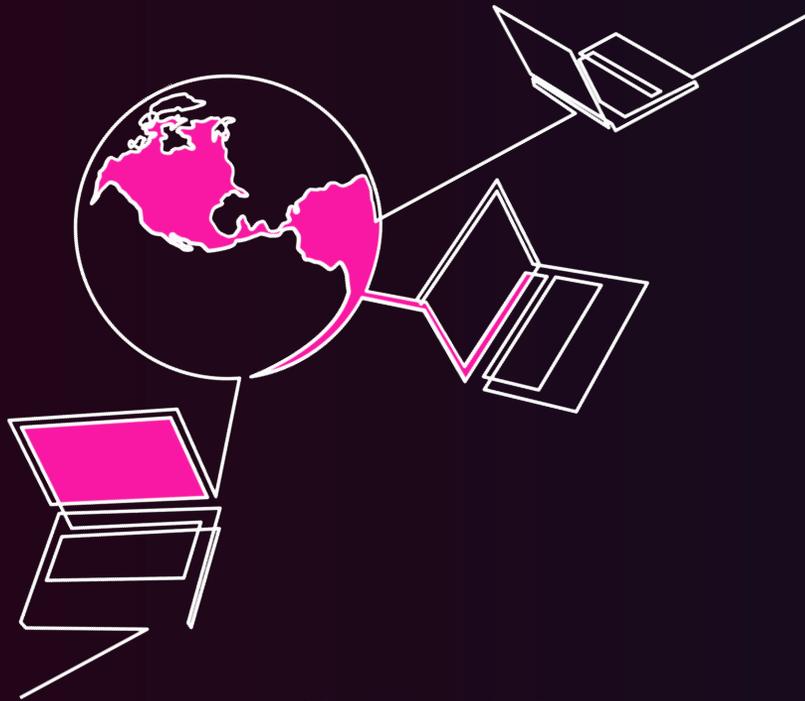
On this page

- [Introduction](#)
- [Company](#)
- [People Group](#)
- [Engineering](#)
- [Marketing](#)
- [Sales](#)
- [Finance](#)
- [Product](#)
- [Legal](#)





Navigating a Hybrid Work Environment



**Modify How We
Communicate**



**Define
"Normal" Behavior**



**Explore New Ways
of Being "Present"**

3

Explore New Ways of Being "Present"



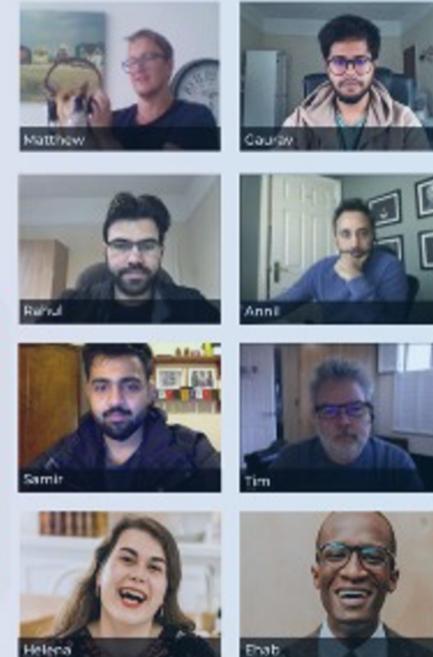
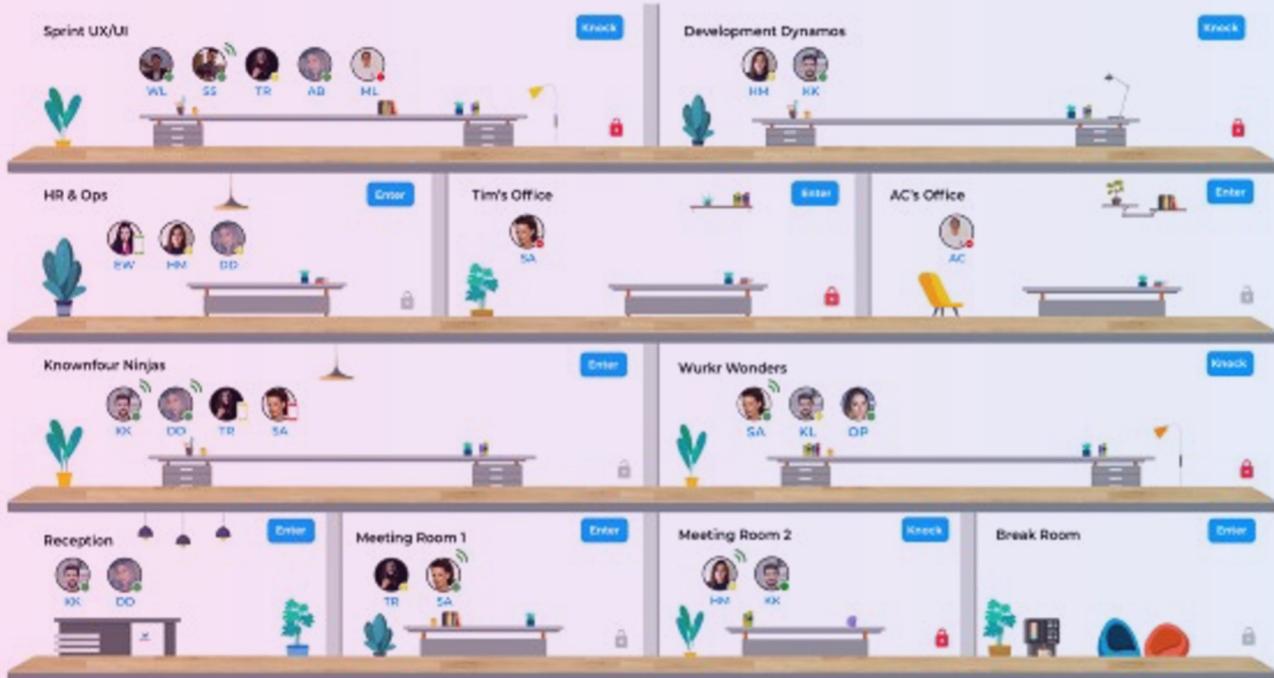
High performing
teams are **not** based
on physical presence.





Virtual Headquarters: welo.space









MeetinVR





There is an
app for that.

collaborationsuperpowers.com/tools

TOOLS CATEGORIES

- COLLABORATION
- COMMUNICATION
- MEETINGS
- NITTY-GRITTY/LOGISTICS
- TEAM BUILDING
- BOOKS & GUIDES
- HANDY GADGETS
- CONSULTANTS
- COMMUNITIES
- COWORKING
- HR CONCERNS
- PODCASTS
- CONFERENCES



TOOLS FOR REMOTE WORKERS

THE LARGEST SUPERLIST OF TOOLS & APPS

Collaboration Superpowers has compiled over the years the **LARGEST list of remote tools**. It reflects the variety of tools being used by remote workers in the Collaboration Superpowers network—**with our own tools highlighted.**

If you decide to give one of these remote tools a try, tell 'em Collaboration Superpowers sent you!

HAVE A REMOTE WORKING TOOL YOU'D LIKE TO SEE
ADDED TO OUR LIST?

SUBMIT A TOOL

Contribute to the most comprehensive database of remote tools.

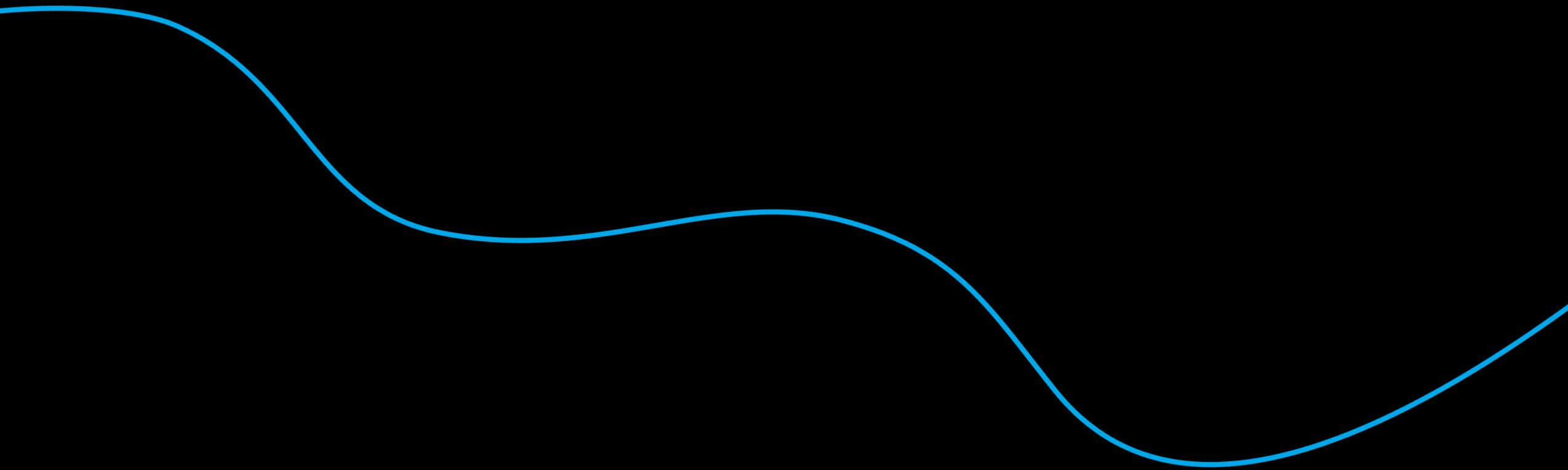




Presence tools are expensive and “clunky” now, but **we will get there!**



“Just **one**
more thing...”





Connection happens when we
pay attention to each other.

Build team
building into
every day
activities.



Create Multi-Modal Opportunities

Intentional Collaboration in a Hybrid World

Hybrid teams that collaborate intentionally have a stronger awareness of how, where and when to use each of the four hybrid collaboration modes.



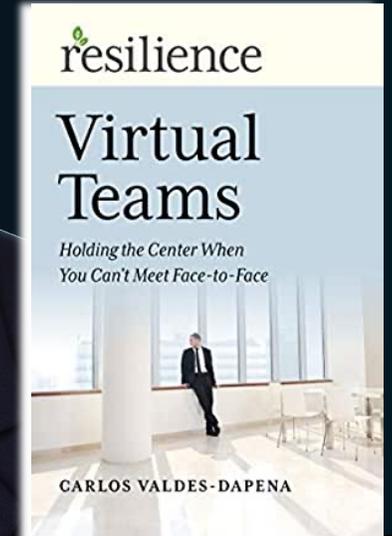
Understand **Why** People Come to Work to Begin With

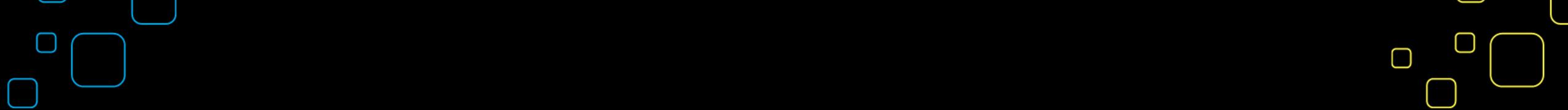


“My wife and I can have all the fun in the world at quiz nights and pizza parties...

but **we should never hang wallpaper together.**”

- *Carlos Valdes-Dapena*





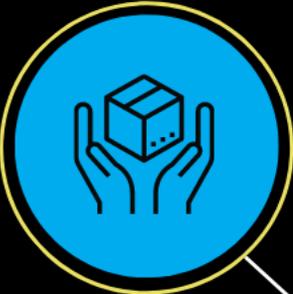
How do we work together?

- Can we agree on team norms?



What does the team need?

- What drives us to do great work?



Are we succeeding?

- What does success look like & how do we measure it?



What do we get?

- How do we celebrate?



Who are we?

- What do we know about our team?



**THE CONNECTED
HYBRID LEADER**

The **future**
of work is
choice.





It's in
everyone's
interest to
make it work!



...**freedom**...

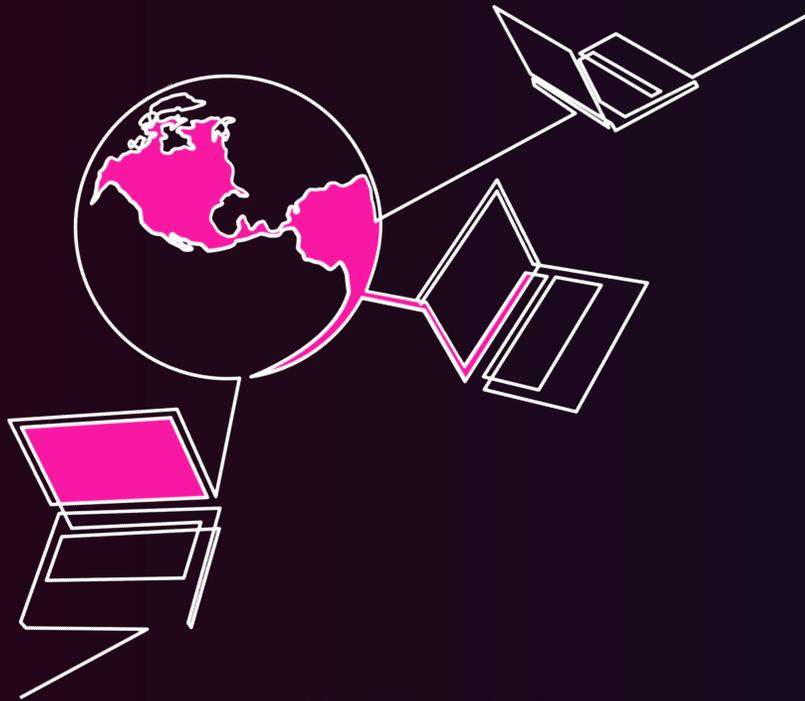




...stronger, **more connected** workforce!



Navigating a Hybrid Work Environment



**Modify How We
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**Define
"Normal" Behavior**



**Explore New Ways
of Being "Present"**

If you go back (to the office), **don't go backwards (in time).**



Thank you



[collaborationsuperpowers.com/ superkit](https://collaborationsuperpowers.com/superkit)



@lightling



**COLLABORATION
SUPERPOWERS**

Work Together Anywhere