

DIALOGUE TOOL:
**Dilemmas in flexible
and hybrid work**

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These dilemmas have been designed for use at a staff or team meeting/ seminar at which you wish to discuss flexible and hybrid working methods and the dilemmas this involves now that we can work together in person, online, or both. The dilemmas can also be used as a basis for discussion in the management group.

The tool can be used separately or in combination with [Take stock of working methods and collaboration in hybrid work and Needs, expectations, requirements and agreements in flexible and hybrid work](#)

The dilemmas can be used for discussions in smaller groups (3-5 persons), and afterwards you can have a joint discussion in the team/department. On this basis, you can prepare guidelines for the team/department.

Choose one or more dilemmas, depending on what best suits your situation. Let all groups work with all the dilemmas, or give each group the same dilemma or different dilemmas to work with.

Follow these steps when using the dilemmas:

Before the meeting:

1. The manager or the persons organising the meeting will review the dilemmas in depth and select the one(s) you are to continue working with, and perhaps adjust it/them to suit your workplace.
2. Prepare material for group work: Copy the dilemmas below into a slide show and/or print them, so that each group has copies of the dilemmas for the group work.

At the actual meeting:

1. Present the group work for the entire team/all participants.
2. Divide the team into smaller groups (3-5 persons) and give them the dilemma(s) to discuss in the group.
3. Let the groups work with the dilemmas for 20-45 minutes.
4. Hold a plenary session, in which all groups report back and you agree on the next steps.

Time in total for the meeting: 40-60 minutes.

See three different dilemmas for group discussion and plenary recap on the following pages.

DIALOGUE TOOL – IN THE DEPARTMENT/TEAM:

Dilemmas

Dilemma #1: Meetings

You have invited your team to a workshop. You have planned the day as an in-person/on-site meeting.

You have written in your invitation that the meeting is in-person/on-site, and if people are unable to attend in person, you would prefer them to decline the invitation.

On the day of the workshop, two of your colleagues write that they are not able to attend in person, so they would like to participate online.

What are you thinking?

What do you do and say to your colleagues?

What agreements do you have to make about meetings on this basis?

DIALOGUE TOOL – IN THE DEPARTMENT/TEAM:

Dilemmas

Dilemma #2: A positive atmosphere

You are now to some extent back at the office after several periods of restrictions and lockdown. The benefit of working from home was that you could work without being disturbed (when you did not have to take care of your partner, children, dog and parents-in-law as well).

You have been looking forward to spending more time with your colleagues again, but you have forgotten how loud they are. Now you are all back at the office, and you have an assignment you need to finish. Some colleagues nearby are rather loud, so you find it difficult to concentrate on your assignment.

What are you thinking?

What do you do and say to your colleagues?

What agreements do you have to make about noise and good office behavior?

DIALOGUE TOOL – IN THE DEPARTMENT/TEAM:

Dilemmas

Dilemma #3: Attendance

In your department, several employees work on different types of tasks. Some have tasks outside the office, and others only have tasks that can be done using a computer.

Several employees would like to have clear rules on when to meet at the office and when to work from home. And also for when to be available.

Similarly, many other employees would rather have full flexibility for when and where they work.

How do you address this issue in the team/as a manager/as an elected representative?

(Depending on the situation)