

Tool for dialogue on limitless work in hybrid teams

This tool has been developed with inspiration from the Danish Working Environment Council (Arbejds miljørådet) and a booklet from Lederweb.dk, and it has been edited with their permission.

FOR MANAGERS

TOOL FOR DIALOGUE ON LIMITLESS WORK IN HYBRID TEAMS

This tool has been designed for use at a staff or team meeting/seminar at which you discuss flexible working life and the dilemmas this involves now that we can work together in person, online, or both.

The full kit contains:

- A short video with Anders Raastrup Kristensen, PhD/associate professor at Copenhagen Business School and at the University of Copenhagen. For many years, Anders has been researching self-management and limitless working life.
- An article with a broad definition of the concept of limitless work and briefly describing what this potentially means for the role of managers and management terms. The article also has seven tips for managers on how to create well-being in limitless work, including how managers can look after their own well-being and prevent their own stress.
- A dialogue tool for use by groups during a staff meeting after watching the video and perhaps reading the article.
- A handout describing the five forms of limitless work, which we recommend that managers send to their team/department for the staff to read before the group work.
- The handout can be very useful in group work.

When using the kit, follow these steps:

Before the meeting:

1. Go through the material to acquaint yourself thoroughly with the full kit (video, article, tool, handout).
2. Make sure that you have the right equipment to show the video at the meeting.
3. Perhaps send the handout on the different forms of limitless work to your staff in advance.
4. Print the tool or prepare to share it online (and perhaps the handout), so that it can be used for group work at the meeting.

At the actual meeting:

1. Start by showing the video and then briefly discuss it with your staff.
2. Divide your staff into relevant groups, each with their own copy of the tool (and perhaps the handout) and ask them to discuss the questions in the tool and take notes from their group discussion. The five forms of limitless work in the handout can be useful in the group discussion.
3. Perhaps recap with all the groups in plenum and let the groups present the main results from their discussions. If you do not hold a joint session, it might be useful to ask groups to send their notes from the discussions by mail.
4. Agree on the next steps with the team, and who is responsible for what.

→ The tool starts on the next page

TOOL FOR DIALOGUE IN THE DEPARTMENT:

Limitless work

Discuss in your team/department the dilemmas that arise when you need to organise yourself in physical, virtual or hybrid frameworks and meetings. Start by talking about what you need to agree on when it comes to potentially limitless working structures. Perhaps you can include the five forms of limitless work in your discussion (see handout: "Five forms of limitless work").

You do not have to agree on everything in your first discussion. What is most important is that everyone is heard, and that you take notes for later use. Discuss the following questions in small groups and ask each group to take notes.

Questions for group discussion:

- What parts of your work are particularly characterised by no or few boundaries, a high level of autonomy or flexible requirements?
- Are there some areas in which you experience limitless work as a problem?
- What experience do you yourself have with setting limits and ground rules for your work?
- What can management do to help you in your work-life balance?
- What would you like your colleagues to do to reduce negative impacts of limitless work?

- How can you talk about your expectations in a team if you rarely working within the same time slots or if you are rarely at the office at the same time?
- What expectations do we have of each other's availability when we work more free of time and space/ in more hybrid ways, where we are not physically in the same place at the same time?

How will we follow up on our agreements?

On the basis of the above discussions:

- What must we make sure we follow up on?
- Who is responsible for what?
- When and how?

If you want to read more (In Danish):

[Management of limitless work](#)

[Time environment in limitless work](#)