Hybrid Operating Model Co-Design Playbook

Helping you work together with your team and stakeholders to solve the challenges of hybrid working. Harnessing values, experiences and creativity to build solutions that fit your organisation's context, are mutually beneficial and motivate participation.

Takes 1 week+ to complete

For individuals or teams

Can be worked on at the same time or separately

Can be done remotely or in-person

Welcome to "Hybrid Operating Model Co-Design Playbook–A Toolkit for Creating a Better Workplace". This playbook is part of the InGAME free playbook series. It is based on learning from an InGAME Collaborative R&D Pathfinder Research project. Guided by this playbook, you will learn how to contextually design a hybrid operating model for an employee-centred company using several analysis and design tools through a co-design approach created by InGAME.

Who is this playbook for?

This playbook is for companies (SMEs and start-ups) interested in creating a hybrid operating model.

About InGAME

InGAME is the UK's dedicated Research and Development centre for the videogame and interactive media industries. Our mission is to increase the scale and value of companies through product, service and experience innovation. InGAME is funded by the UK Arts and Humanities Research Council (AHRC) via the Industrial Strategy Challenge Fund.
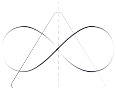
What makes this playbook different?

New approach to designing a hybrid operating model: This playbook facilitates a co-design method that responds to the complex challenges of hybrid working (where staff work from a mixture of office and other locations, possibly on varying schedules). Co-designing with your stakeholders harnesses their values, experiences, and creativity to build solutions that fit your organisation's context, are mutually beneficial, and motivate participation. This method was developed by InGAME in collaboration with a video game company of more than 100 employees working in office and external locations.

New analysis and design tools: The approach has four phases: Understand, Respond, Develop and Iterate (see the figure below). Within these steps are four analysis and design tools, each with templates and instructions. The method and tools can be adapted for use in developing solutions for other operational or cultural challenges that affect your stakeholders. (Or consult InGAME's other toolkits, at [web address].)
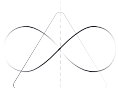
Understand → Respond → Develop → Iterate

Activity 1: Employee Research

Duration: 2 weeks (recommended)

Participants: Managers and non-managerial employees

Aim: Understand employee needs and ideas in relation to the future work model.

Analysis and design tool: Questionnaire

Output: Prioritised principles of the hybrid operating model

Activity 2: Design Sprint

Duration: 3.5 hours

Participants: Managers and non-managerial employees

Aim: Co-design a solution framework for the hybrid operating model

Analysis and design tool: Creative Matrix and Solution Framework

Output: An inclusive solution framework

Activity 3: Hybrid Operating Model Development

Duration: 2.5 hours

Participants: Managers

Aim: Develop a minimum viable hybrid operating model

Analysis and design tool: Prototype Board

Output: A hybrid operating model prototype

Activity 4: Periodic reviews

Duration: Long-term

Participants: All employees

Aim: Adapt the hybrid operating model to changing environment

Analysis and design tool: Questionnaire

Output: New visions of the hybrid operating model

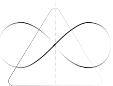## Hybrid Operating Model Co-Design Playbook

Phase 1

Understand

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Activity: Employee Research

2 weeks (recommended)

What is this activity about?

This phase helps you to understand employees' needs and ideas about working in hybrid operations. It also identifies the primary values, or Hybrid Principles, that are important to stakeholders. Later design phases will use these to structure the hybrid model and align all actions.

Our survey template tests 5 provisional principles, below, for orienting the design of your model. Consider if you wish to adjust them,
for instance, to reflect your organisational values and context
(we recommend using no more than 5):

Hybrid principle 1: Hybrid Mindset--An ethos of maximising remote operations and experiences for the benefit of all staff and the organisation.

Hybrid Principle 2: Flexibility--Striving to enable employee choice of work locations and other conditions.

Hybrid Principle 3: Inclusion--Avoiding remote workers being disadvantaged in teamwork, career development, and socialising.

Hybrid Principle 4: Wellbeing--Valuing good mental and physical health, balanced work and private time, and access to support.

Hybrid Principle 5: Productivity--Supporting individuals and teams to do their best work with effective tools and conditions.

This activity finishes with summarising the questionnaire results and identifying employees' top values for your future operating model. We have provided Report and Hybrid Principles templates to support these steps.

Hybrid Operating Model Co-Design Playbook

Instructions

Our questionnaire template will help you collect insightful data quickly.

1. If you have amended the provisional Hybrid Principles, list these (with brief descriptions) in Question 1, keeping 'Others' as the final list item. In Questions 2-6, adjust the name of each principle, if necessary, to match your list.

2. Distribute the questionnaire. We recommend setting a 2-week deadline, and using an online survey platform to maintain anonymity of participants. Or, copy the survey into a Google Form and email to participants.

3. Use the Report template to summarise the results. If you have amended the provisional Hybrid Principles, use these to adjust Questions 2-7.

4. With your findings, use the Hybrid Principles template to identify employees' core values for the future hybrid model. These will guide the next steps of the co-design process.

Step 1: Questionnaire (template)

Introduction: Thank you for taking part in this survey. We are preparing to design a hybrid operating model that will make our company a better place to work. The purpose of this survey is to help us understand your needs and ideas regarding hybrid working. It has 9 questions and will take you 15-20 minutes to complete. Your participation in this survey is anonymous.

1. What principles should guide our hybrid operating model? (select any of these suggestions, and/or specify others, below)

- ☐ Hybrid principle 1: Hybrid Mindset--An ethos of maximising remote operations and experiences for the benefit of all staff and the organisation.
- ☐ Hybrid Principle 2: Flexibility--Striving to enable employee choice of work locations and other conditions.
- ☐ Hybrid Principle 3: Inclusion--Avoiding remote workers being disadvantaged in teamwork, career development, and socialising.
- ☐ Hybrid Principle 4: Wellbeing--Valuing good mental and physical health, balanced work and private time, and access to support.
- ☐ Hybrid Principle 5: Productivity--Supporting individuals and teams to do their best work with effective tools and conditions.
  Others (please specify)_____

2. What matters to you about "Hybrid Mindset" in our organisation? (if selected)?
Your answer:
_____

3. What matters to you about "Flexibility" in our organisation? (if selected)?
Your answer:
_____

Step 1: Questionnaire (template)

4. What matters to you about "Inclusion" in our organisation? (if selected)?
Your answer:
_____

5. What matters to you about "Wellbeing" in our organisation? (if selected)?
Your answer:
_____

6. What matters to you about "Productivity" in our organisation? (if selected)?
Your answer:
_____

7. What are your expectations of the "Other" principle(s) (if applicable)?
Your answer:
_____

8. Is there anything else you want to say?
Your answer:
_____

9. Finally, which principles (e.g., hybrid mindset, flexibility, inclusion, wellbeing and productivity) are most important for our organisation?
Please list the top 5, with number 1 being the most important.
Your answer:
(1)_____
(2)_____
(3)_____
(4)_____
(5)_____

Step 2: Report (template)

1. What were the hybrid principles chosen and proposed by the survey participants? Please list them all (regardless of priority) below.
Results:

_____

2. What matters to our staff about the "Hybrid Mindset" principle (if selected)?
Results:

_____

3. What matters to our staff about the "Flexibility" principle (if selected)?
Results:

_____

4. What matters to our staff about the "Inclusion" principle (if selected)?
Results:

_____

5. What matters to our staff about the "Wellbeing" principle (if selected)?
Results:

_____

6. What matters to our staff about the "Productivity" principle (if selected)?
Results:

_____

7. What matters to our staff about the "Other" principle(s) (if applicable)?
Results:

_____

8. Did respondents mention anything else?
Results:

_____

Step 3: Hybrid Principles (template)

Below, list the top 5 principles as they were prioritised by stakeholders, with number 1 being the most important. Adapt the descriptions provided in survey Question 1, if necessary, to reflect comments made.

Hybrid principle 1:
Description:

Hybrid principle 2:
Description:

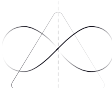Hybrid principle 3:
Description:

Hybrid principle 4:
Description:

Hybrid principle 5:
Description:

The above principles might differ from the provisional principles listed in Question 1 of the Questionnaire. These results should be interpreted as the principles that employees believe are important for the future hybrid model. These will guide the next steps of the co-design process.
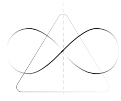
Phase 2

Respond

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Activity: Design Sprint

⏱	**3.5 hours**

What is this activity about?

This Design Sprint helps your stakeholders co-design a solution framework for a future hybrid operating model. They will create ideas based on the Hybrid Principles they prioritised in the Phase 1 Questionnaire.

During the Design Sprint, you will use 2 design tools--Creative Matrix and Solution Framework. These put participants at the centre of the process of co-creating solutions and ensure the results are inclusive of varying needs and perspectives.

Instructions

1. The Sprint has 2 parts: Ideation-Solution Discovery and Prototype-Solution Framework.

2. In Part 1, you will use the Creative Matrix tool to ideate solutions for your company's hybrid operating model.

3. In Part 2, you will use the Solution Framework tool to prototype a hybrid operating model.

4. To support participant discussions, copy the Hybrid Principles identified at the end of Phase 1 into the bottom left box of both tools.

5. The Sprint should be conducted synchronously, either in person or virtually, to enable discussion and collaboration among participants.

6. We recommend Sprint Facilitators support each Part by answering questions, keeping participants on time, encouraging frequent reference to the Hybrid Principles, and ensuring all ideas are captured in the tools.

7. In total, the Sprint takes 3.5 hours. However, we recommend scheduling a break between the parts. Ideally, the Sprint is conducted in one day.
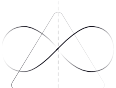
Participants

During the Sprint, participants work in teams to ideate solutions, with each team focussing on the needs and interests of a different employee Persona:

- working parents or carers
- early-career and non-managerial employees
- distantly located workers (staff living beyond daily commuting distance)
- managerial employees

These categories ensure the Sprint will address distinct needs which are most likely to be affected by hybrid working.

Team design:
It is important the teams represent all your employees and the diversity of their perspectives. Prior to the Sprint, organise four teams of 2-3 participants each. Assign a different Persona to each team, and ensure the team has at least one member who represents the Persona. Teams also should have a mixture of genders, organisational levels and functions or disciplines. (*If your company has less than 12 employees, you can complete this activity in multiple sessions with teams pursuing different persona each time)

Team Information

Team 1: working parents or carers
1. Name
2. Name
3. Name

Team 2: early-career and nonmanagerial employees
1. Name
2. Name
3. Name

Team 3: distantly located workers
1. Name
2. Name
3. Name

Team 4: managerial employees
1. Name
2. Name
3. Name

Part 1: Ideation-Solution Discovery

Tool: Creative Matrix

This tool guides you in co-developing solutions for different employee Personas, in relation to operational Practices that are typically impacted by hybrid working. You will work individually and in teams to suggest tools or conditions that would support different working modes–remote and office-based–and then combine ideas that are feasible for both.

Instructions: Locate your team work space (three columns per team) according to the Persona assigned. Work individually to ideate tools or conditions for the Remote Working Mode, writing one idea per sticky note. Write as many ideas as you like within the time period (approx 9 minutes per square). Repeat this process as you work down the page, through each Practice. Then repeat the method in column two, for Office-Based Mode. In column three, discuss with your team how to improve the ideas to suit both work modes, and write these on stickies. Throughout the task, refer to the Hybrid Principles developed earlier, displayed below, left.

Hybrid Principles

Hybrid principle 1:

Description:

Hybrid principle 2:

Description:

Hybrid principle 3:

Description:

Hybrid principle 4:

Description:

Hybrid principle 5:

Description:

Part 1: Ideation-Solution Discovery

Hybrid Practices	Tools and Conditions (How might we realise the ideal hybrid future for all of us?)											
	Tools and conditions: feasible ideas for both personas			Persona 2: early-career and non-managerial employees			Persona 3: distantly located workers (staff living beyond daily commuting distance)			Persona 4: managerial employees		
	Mode: remote working (Team 1, 45 mins)	Mode: office-based (Team 1, 45 mins)	Feasible ideas for both modes (Team 2, 45 mins)	Mode: remote working (Team 2, 45 mins)	Mode: office-based (Team 2, 45 mins)	Feasible ideas for both modes (Team 2, 45 mins)	Mode: remote working (Team 3, 45 mins)	Mode: office-based (Team 3, 45 mins)	Feasible ideas for both modes (Team 3, 45 mins)	Mode: remote working (Team 4, 45 mins)	Mode: office-based (Team 4, 45 mins)	Feasible ideas for both modes (Team 4, 45 mins)
Hybrid Practice 1: Team building & collaboration												
Hybrid Practice 2: Meeting & Equipment												
Hybrid Practice 3: Time & Location management												
Hybrid Practice 4: Learning & Development												
Hybrid Practice 5: Social and wellbeing experiences												

Part 2: Prototype-Solution Framework

Tool: Solution Framework
This tool helps participants reflect on the ideas proposed in the previous exercise.

Instructions: Each team copies the sticky notes from their third columns in the Creative Matrix, the Feasible ideas for both Modes. These are pasted below into their team column for "Tools and conditions: feasible ideas for both Modes".
Moving across to the "Prototype ideas" section, each team works in a Hybrid Practice row, as assigned below, to refine the most viable ideas from the previous columns that would serve all 4 Personas. Always keep in mind the hybrid principles developed previously and shown below, on left. Teams work across the remaining columns by recording Other Ideas (ideas that are important, but do not address all 4 Personas) and Notes (details or comments to guide final model development).

- Team 1: Hybrid practice 1
- Team 2: Hybrid Practice 2
- Team 3: Hybrid Practice 3
- Team 4: Hybrid Practices 4 and 5

Hybrid Principles

Hybrid principle 1:

Description:

Hybrid principle 2:

Description:

Hybrid principle 3:

Description:

Hybrid principle 4:

Description:

Hybrid principle 5:

Description:

(*Please copy Principles from Step 3 of Phase 1 into the box before the design sprint)

Part 2: Prototype-Solution Framework

Hybrid Practices	Tools and conditions: feasible ideas for both personas				Prototype ideas		
	Persona 1: working parents or carers Team 1	Persona 2: early-career and nonmanagerial employees Team 2	Persona 3: distantly located workers (staff living beyond daily commuting distance) Team 3	Persona 4: managerial employees Team 4	Feasible ideas for all 4 Personas 🕐 10 mins each box	Other ideas 🕐 10 mins each box	Notes 🕐 10 mins each box
Hybrid Practice 1: Team building & collaboration							
Hybrid Practice 2: Meeting & Equipment							
Hybrid Practice 3: Time & Location management							
Hybrid Practice 4: Learning & Development							
Hybrid Practice 5: Social and wellbeing experiences							

Hybrid Operating Model Co-Design Playbook

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Phase 3

Develop

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Activity: Operating Model Development

⏱	2.5 hours

What is this activity about?

This phase helps managers assess the feasibility of the solution framework proposed by Design Sprint participants, and to make changes if needed. The results of the assessment can be used to create a formal hybrid operating model document for your company.

In this activity you will use the Prototype Board tool to prompt discussion, collaboration, and finalising of the tools and conditions for your hybrid operating model. Participants in this activity should include: your company's CEO, COO, HR manager/director and IT infrastructure manager/director (if applicable).

Hybrid Operating Model Development

Tool: Prototype Board

With this tool you will assess the Prototype Ideas proposed in the Solution Framework (Part 2 of the last phase). With colleagues you will create 5 hybrid operating model Prototype Boards, each one focussed on an organisational Practice typically impacted by hybrid working.

Instructions: First, review the Hybrid Principles for guiding the new model, as prioritised earlier by stakeholders (copy Principles from Step 3 of Phase 1 into the box below, on left). Discuss how they fit with your organisation's overall values. Does either set need adjustment? (initial 20 mins). Next, complete each board by following the instructions on it. (20 minutes each). The completed prototype boards can serve as a blueprint for the future of work at your company and be used to create a formal hybrid operating model document.

Hybrid Principles

Hybrid principle 1:

Description:

Hybrid principle 2:

Description:

Hybrid principle 3:

Description:

Hybrid principle 4:

Description:

Hybrid principle 5:

Description:

(*Please copy Principles from Step 3 of Phase 1 into the box before the design sprint)

Hybrid Practice 1: Team building & collaboration

Tools and Conditions
What are the prototyped tools and conditions for this Hybrid Practice?
(copy the "Feasible ideas for all 4 types of employees" in the Solution Framework and paste them here)

Other Ideas (to aide your discussions, copy any Other Ideas and Notes from the Prototype section in the Solution Framework)

Tools and Conditions Assessment
Use the table below to assess the tools and conditions: 1. Copy the tools and conditions from above and place them in the appropriate rows; 2. Last row: Use sticky notes to add additional tools and conditions, if applicable; 3. Add any comments in the Notes column.

Categories	Tools and conditions	Notes
Existing tools and conditions		
New tools and conditions (Feasible)		
New tools and conditions (Requires modification)		
New tools and conditions (Unfeasible)		
Additional tools and conditions		

This is an example format for laying out the assessment, please try to replicate it as best you can in a larger format, e.g. on a large whiteboard.

Challenge(s) and potential solution(s)
Use sticky notes to identify challenge(s) and potential solution(s)

Is there anything else you want to say?
Use sticky notes to add your answer here

Hybrid Operating Model Co-Design Playbook

Hybrid Practice 2: Meeting & Equipment

Tools and Conditions

What are the prototyped tools and conditions for this Hybrid Practice?
(Please copy the"Feasible ideas for all 4 types of employees" on the
Solution Framework and paste them here)

Other Ideas (to aide your discussions, copy any Other Ideas and Notes
from the Prototype section in the Solution Framework)

Tools and Conditions Assessment

Use the table below to assess the tools and conditions: 1. Copy the tools
and conditions from aboveand place them in the appropriate rows; 2. Last
row: Use sticky notes to add additional tools and conditions, if applicable;
3. Add any comments in the Notes column.

Categories	Tools and conditions	Notes
Existing tools and conditions		
New tools and conditions (Feasible)		
New tools and conditions (Requires modification)		
New tools and conditions (Unfeasible)		
Additional tools and conditions		

**This is an example format for laying out the assessment, please try to
replicate it as best you can in a larger format, e.g. on a large whiteboard.**

Challenge(s) and potential solution(s)

Use sticky notes to identify challenge(s) and potential solution(s)

Is there anything else you want to say?

Use sticky notes to add your answer here

Hybrid Operating Model Co-Design Playbook

Hybrid Practice 3: Time & Location management

Tools and Conditions
*What are the prototyped tools and conditions for this Hybrid Practice?
(Please copy the"Feasible ideas for all 4 types of employees" on the
Solution Framework and paste them here)*

Other Ideas (to aide your discussions, copy any Other Ideas and Notes
from the Prototype section in the Solution Framework)

Tools and Conditions Assessment
*Use the table below to assess the tools and conditions: 1. Copy the tools
and conditions from aboveand place them in the appropriate rows; 2. Last
row: Use sticky notes to add additional tools and conditions, if applicable;
3. Add any comments in the Notes column.*

Categories	Tools and conditions	Notes
Existing tools and conditions		
New tools and conditions (Feasible)		
New tools and conditions (Requires modification)		
New tools and conditions (Unfeasible)		
Additional tools and conditions		

**This is an example format for laying out the assessment, please try to
replicate it as best you can in a larger format, e.g. on a large whiteboard.**

Challenge(s) and potential solution(s)
Use sticky notes to identify challenge(s) and potential solution(s)

Is there anything else you want to say?
Use sticky notes to add your answer here

Hybrid Operating Model Co-Design Playbook

Hybrid Practice 4: Learning & Development

Tools and Conditions

What are the prototyped tools and conditions for this Hybrid Practice? (Please copy the"Feasible ideas for all 4 types of employees" on the Solution Framework and paste them here)

Other Ideas (to aide your discussions, copy any Other Ideas and Notes from the Prototype section in the Solution Framework)

Tools and Conditions Assessment

Use the table below to assess the tools and conditions: 1. Copy the tools and conditions from aboveand place them in the appropriate rows; 2. Last row: Use sticky notes to add additional tools and conditions, if applicable; 3. Add any comments in the Notes column.

Categories	Tools and conditions	Notes
Existing tools and conditions		
New tools and conditions (Feasible)		
New tools and conditions (Requires modification)		
New tools and conditions (Unfeasible)		
Additional tools and conditions		

This is an example format for laying out the assessment, please try to replicate it as best you can in a larger format, e.g. on a large whiteboard.

Challenge(s) and potential solution(s)

Use sticky notes to identify challenge(s) and potential solution(s)

Is there anything else you want to say?

Use sticky notes to add your answer here

Hybrid Practice 5: Social and wellbeing experiences

Tools and Conditions

What are the prototyped tools and conditions for this Hybrid Practice? (Please copy the"Feasible ideas for all 4 types of employees" on the Solution Framework and paste them here)

Other Ideas (to aide your discussions, copy any Other Ideas and Notes from the Prototype section in the Solution Framework)

Tools and Conditions Assessment

Use the table below to assess the tools and conditions: 1. Copy the tools and conditions from aboveand place them in the appropriate rows; 2. Last row: Use sticky notes to add additional tools and conditions, if applicable; 3. Add any comments in the Notes column.

Categories	Tools and conditions	Notes
Existing tools and conditions		
New tools and conditions (Feasible)		
New tools and conditions (Requires modification)		
New tools and conditions (Unfeasible)		
Additional tools and conditions		

This is an example format for laying out the assessment, please try to replicate it as best you can in a larger format, e.g. on a large whiteboard.

Challenge(s) and potential solution(s)

Use sticky notes to identify challenge(s) and potential solution(s)

Is there anything else you want to say?

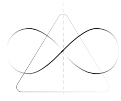*Use sticky notes to add your answer here*

Phase 4

Iterate

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Activity: Employee Research

⏱	**Long-term**

What is this activity about?

This phase helps you assess your hybrid operating model on a regular basis (you can assess it every 3 or 6 months, depending on how tight you want the learning loop to be), and to make changes if needed. The results of the assessment can be used to adapt your hybrid operating model to your changing internal and external environment.

In this activity, you will use a questionnaire template to gather feedback and iterative suggestions from your employees on your hybrid operating model. Then you will use a report template to present survey results. Finally, you will use an iteration template to determine what changes can be made to your current hybrid operating model.

You need to copy the Hybrid Principles from "Hybrid Operating Model Development" of Phase 3 onto the questionnaire, report and iteration templates before using them.
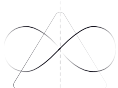
Step 1: Questionnaire (template)

Introduction: Thank you for taking part in this survey. The purpose of this survey is to help us understand your recent experience regarding hybrid working. It has 12 questions and will take you 15-20 minutes to complete. Your answers will help us to adapt our hybrid operating model to the changing environment. Your participation in this survey is anonymous.

Overall satisfaction

1. Using a scale of 0= Not at all satisfied to 5=Very satisfied, rate your experience of our company/organisation's hybrid operating model. (*please create a scale for rating)

Please explain why you chose this rating:

_____

Overall satisfaction

(*add principle 1 here before sending out your survey)

2. Using a scale of 0= Not at all satisfied to 5=Very satisfied, rate your experience of our company's tools and conditions regarding this principle. (*please create a scale for rating)

Please explain why you chose this rating:

_____

3. How can we improve your experience of our company's tools and conditions regarding this principle?

Your answer:

_____

Hybrid principle 2: (*add principle 2 here before sending out your survey)

4. Using a scale of 0= Not at all satisfied to 5=Very satisfied, rate your experience of our company's tools and conditions regarding this principle. (*please create a scale for rating)

Please explain why you chose this rating:

_____

5. How can we improve your experience of our company's tools and conditions regarding this principle?

Your answer:

_____

Step 1: Questionnaire (template)

Hybrid principle 3: (*add principle 3 here before sending out your survey)
6. Using a scale of 0= Not at all satisfied to 5=Very satisfied, rate your experience of our company's tools and conditions regarding this principle. (*please create a scale for rating)
Please explain why you chose this rating:

_____

7. How can we improve your experience of our company's tools and conditions regarding this principle?
Your answer:

_____

Hybrid principle 4: (*add principle 4 here before sending out your survey)
8. Using a scale of 0= Not at all satisfied to 5=Very satisfied, rate your experience of our company's tools and conditions regarding this principle. (*please create a scale for rating)
Please explain why you chose this rating:

_____

9. How can we improve your experience of our company's tools and conditions regarding this principle?
Your answer:

_____

Hybrid principle 5: (*add principle 5 here before sending out your survey)
8. Using a scale of 0= Not at all satisfied to 5=Very satisfied, rate your experience of our company's tools and conditions regarding this principle. (*please create a scale for rating)
Please explain why you chose this rating:

_____

11. How can we improve your experience of our company's tools and conditions regarding this principle?
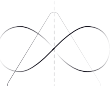Your answer:

_____

Other
12. Is there anything else you want to say?
Your answer:

_____

Step 2: Report (template)

Overall satisfaction

1. What is the overall satisfaction level of respondents with our current hybrid operating model?

Results:

_____

Hybrid principle 1: (*add principle 1 here)

2. What is the overall satisfaction level of respondents with the tools and conditions regarding this principle?

Results:

_____

3. How can we improve respondents' experience of the tools and conditions?

Results:

_____

Hybrid principle 2: (*add principle 2 here)

4. What is the overall satisfaction level of respondents with the tools and conditions regarding this principle?

Results:

_____

5. How can we improve respondents' experience of the tools and conditions?

Results:

_____

Hybrid principle 3: (*add principle 3 here)

6. What is the overall satisfaction level of respondents with the tools and conditions regarding this principle?

Results:

_____

7. How can we improve respondents' experience of the tools and conditions?

Results:

_____

Hybrid principle 4: (*add principle 4 here)

8. What is the overall satisfaction level of respondents with the tools and conditions regarding this principle?

Results:

_____

Step 2: Report (template)

9. How can we improve respondents' experience of the tools and conditions?
Results:

_____

Hybrid principle 5: (*add principle 5 here)
10. What is the overall satisfaction level of respondents with the tools and conditions regarding this principle?
Results:

_____

11. How can we improve respondents' experience of the tools and conditions?
Results:

_____

Other
12. Did respondents mention anything else?
Results:

_____

Step 3: Iteration (template)

The senior management team reviews the results of the report and uses this iteration card to agree what changes to make to the current tools and conditions.

Hybrid principle 1: (*add principle 1 here)
Change(s) of tools and conditions

Hybrid principle 2: (*add principle 2 here)
Change(s) of tools and conditions:

Hybrid principle 3: (*add principle 3 here)
Change(s) of tools and conditions:

Hybrid principle 4: (*add principle 4 here)
Change(s) of tools and conditions:

Hybrid principle 5: (*add principle 5 here)
Change(s) of tools and conditions: