MODULE OVERVIEW

# Hybrid work that keeps improving: The team retrospective

Adaptive module | ~20 min

Nine in ten hybrid employees consider themselves productive; their managers rate their teams' productivity at only 62%. This gap shows what matters most: hybrid work doesn't run itself; it works when the team takes ownership of it. Rather than a charter that quickly becomes rigid, this module sets up a regular three-question retrospective, informed by the signals AI can summarize. It adds five practices that have become standard, from anchor days to fair meetings, plus a division of roles.

## LEARNING OBJECTIVES

01 Manage your team's hybrid setup through a regular team retrospective: 45 minutes, three questions, one or two adjustments each time.

02 Base the discussion on shared facts: the activity and team climate signals that tools and AI summarize.

03 Adopt proven practices: anchor days, fair hybrid meetings, random coffee, and asynchronous decisions.

04 Play your part in the common framework: manager as architect, team with shared responsibility, HR as facilitator.

## WHO IT'S FOR

Managers and teams who want a tailored hybrid setup, adjusted as their needs change.

- **Prerequisite:** none

## HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

## ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

### METHODS & MODELS

- Team retrospective (three questions) – classic agile vocabulary, adapted to managing hybrid work
- Anchor days – a documented practice for organizing hybrid work
- Division of roles (manager as architect, team with shared responsibility, HR as facilitator) – Afthonios method

### SOURCES & REFERENCES


- Owl Labs, "State of Hybrid Work 2024" – 90% of hybrid employees say they are as productive or more productive, versus only 62% of managers who see their team as more productive in hybrid mode (down from 79% the year before)
- Gallup, 2026 data – 52% of remote-capable employees work in hybrid mode; 3 days in the office is the most common model (Owl Labs 2025)
- Right to disconnect – written into national law in France, Belgium, Australia, and Portugal
- Bloom, Han & Liang, Nature (2024) – trial on hybrid work, job satisfaction, and retention



Module created by Afthonios.com.

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