

Designing Communication Triggers for the Flexible Office Setting-Appendix

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Appendix A: Research Questions

- -How is the relationship of colleagues in the flexible office setup?
- -How is the communication in the flexible office setup?
- -How is the overall productivity of the team in the flexible office setup? What sort of obstacles/ frictions do employees experience? Which of those are cause by the physical separation? Why?
- -What is the essence of physical togetherness? What aspect does it bring to teamworks? What dimensions of this aspect is replicable / attainable through design?
- -What can be beneficial for the relationship between colleagues in a flexible office setup? How can this be enhanced?
- -In what stages of the work routine can have an intervention to achieve a beneficial outcome?
- -What are the technologies that can be useful for this intervention? How can it be integrated in an office environment?
- -What type of data can be useful for eliminating the current frictions? How can this data be used in a meaningful way for the user?
- -How should the interaction between the possible design solution and the user be? How can I make users feel comfortable while interacting with the possible solution? Do the users have any red lines (limits)? What sort of data is OK to use? What are the sensibilities in this area?

Appendix B: Interview Props

Interview Plan and Questions

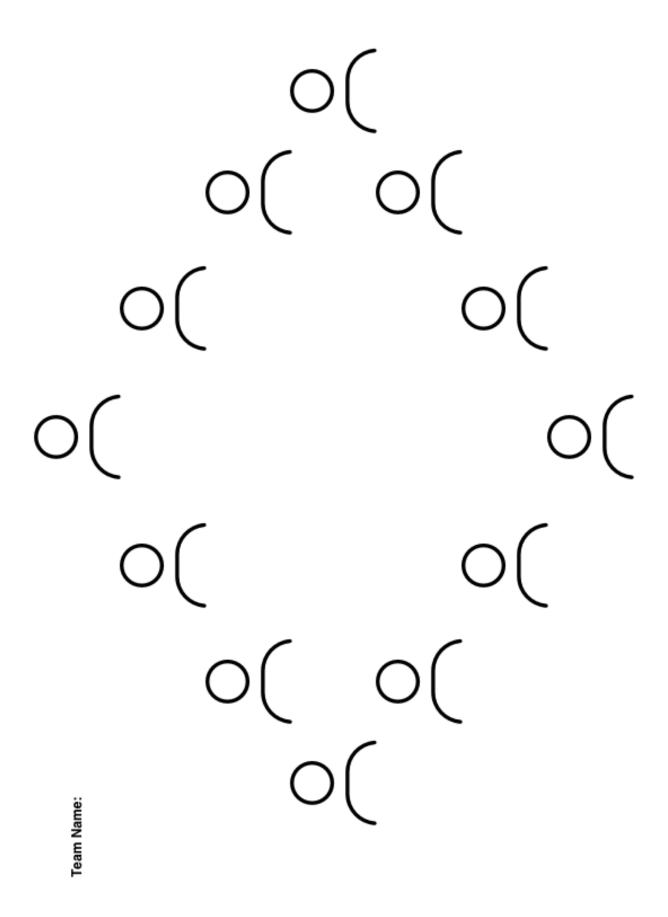
Hello, I am Nazlı. Currently I am doing my graduation project at TU Delft for Design for Interaction. For the project, I am particularly interested in the teams at AMS work. The way you communicate, interact and how your personality affects these aspects are the main focus of my study. In the end I aim to come a detailed understanding of team needs in here and design to minimize the frictions that emerge from the flexible setting of the AMS office. For this I have a few questions.

- 1. What kind of work do you do here in AMS?
- 1. What are the different collaborations you have here in AMS? What are your positions in these projects?
- 2. What sort of outcome are you aiming for? In these projects? (ask for each of them)
- 3. How do you organize your team work? (in terms of document storage, planning etc.)
- 4. How do you catch up with each other? How do you make sure that you are up to date with the rest of the team?
- 5. Tell me about your meetings. How do you organize them?
- 6. How do you make use of the office space? How do you determine in which room to have your meeting on? Why?
- 2. Tell me about the teams you work with, what makes you consider them as teams? With how many people do you work with?
- 1. And the other people in your team? What are their positions? What do they do?
- 2. Can you tell me about the relationships between your team members? Who asks for help from who? Who gives approval to who etc?
- 3. How about your schedules? Are they synced in in a special way? Are all of you in the office all the time? Or are there days that some team members work somewhere else?
- 1. What was the last issue you had because of this schedule conflict? Have you had any other issues? How did you manage this

conflict? Was it effective? Is this the way you've always handled such conflicts?

- 4. What sort of issues do you experience when you are not at the office? (when your work from home.) What are the issues you experience when someone you work with works from outside of the office? Do you experience anything different? How do you handle these issues? Do you think this is an effective way?
- 5. Even when all of you are in the office, can you always sit together? Does this cause any issues? Can you locate your team mates easily?
- 1. How do you deal with physical separation?
- 6. What do you base your seat selection on? Which are the most important thins the influence your decision? Do you have little tips and tricks to sit as a team?
- 7. How is your relationship different with the people in your teams and people who work at the office who are not in any of your teams?
- 3. Let's think about last week. What did you do with your team? How did you start working on Monday and how did you end Friday? What were the points that you got in touch with your team throughout the week?
- 4. I see that X,Y and Z are the most common interaction you have with your team so let's briefly talk about those.
- 1. When was the last time you did X? Can you walk me through it?What are your rituals with this interaction?
- 2. Were you in the same environment during this interaction? What were the up/downsides of this situation? How often does this happen? How do you deal with it?
- 3. Do you prefer to be physically in the same space as your team members when doing X? Why?
- 5. What does team space mean to you?

Thank you for taking the time to answer my questions.



Team Activity Cards



Idea Sharing

Opinion sharing to unclog the brainpipes. Not a solution but a gentle push.



Mentoring

For mentors and apprentices, includes feedback and approval.



Consensus Forming

Team discussions, choosing between alternatives. Concerns BIG DECISIONS.



<u>Brainstorming</u>

Long sessions to identify/ solve a problem.



Quick Opinion Sharing

What do you think of this? Which alternative do you prefer? Concerns SMALL DECISIONS.



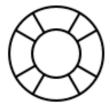
Work Monitoring

What are the team mates doing? What has been done?



Crisis Management

An urgent action that needs to be taken by someone else in the team that concerns your work.



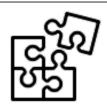
Help/Trouble Shooting

Super quick tips, know-hows shared between team-mates.



Motiating Each Other

Seeing your team mates work. Feeling like a part of the team.



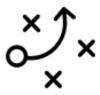
Division of Tasks

An organic and unplanned way of helping others.



Passing Work On

When building on the work of someone else, we need explanations. It takes time to takeover what has been done before.



Planning

Long term planning or sprint planning. A meeting.



Joker Interaction

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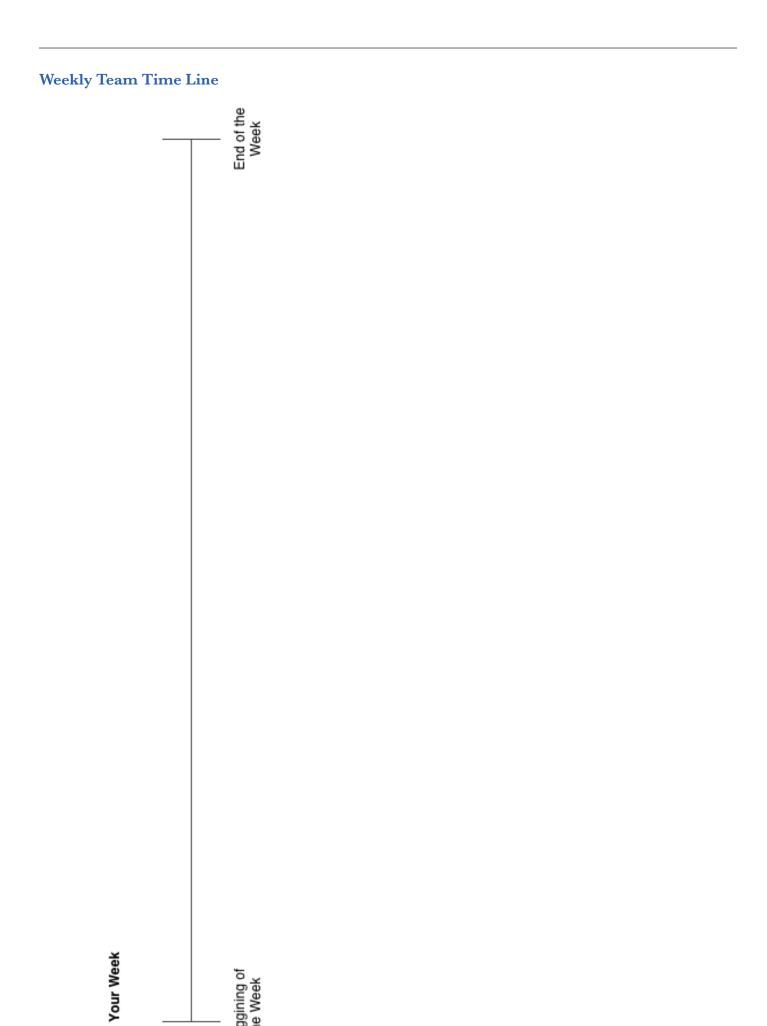
Joker Interaction

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Joker Interaction

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Appendix C: Co-Creation Session Props

Session Script

13:30 Introduction – Hello everybody, glad you could join us this afternoon and welcome to our co-creation session. Some of you might have already seen us walking around or even been interviewed by one of us, however we will shortly introduce ourselves so everybody knows who we are and what we are doing. Afterwards we will ask you to also introduce yourself to us and the group. "3 introductions – who you are, what you study and what your project is." . -- introductions --. Alright, so the goal of this session is to get ideas from you, who we consider experts in the field of flexible office usage. Through some activities we will ask you to come up with ideas which focus on different aspects of working in a flexible office and how to improve working in a flexible office.

13:38 Storyline – To get started, we would like to ask you to create a visual representation of a "regular" day in the office on this timeline sheet. We have several tools available for you to create your timeline. You can draw on the paper, write or we have a selection of icons you can use. If you use these icons I would suggest you just tape them onto the piece of paper. You can also draw on the icons to add something to it. You can use all tools but you don't have to use all. The goal is to create a visualisation of how you see a regular day on which you visit the office. It also doesn't have to be a perfect representation, since there is no such thing as a regular day. Try to finish it in 5 minutes. In the following activity we will ask you to pass your visual to somebody else, so if you have personal information you prefer not to share you can leave it out.

13:43 15 Opportunity based improvement – Alright, now you all have created your visual work day, we would like to ask you to pass it to the person next to you clockwise. We would like you to come up with ideas for tools

which could improve someone's day in the flexible office. For inspiration we have printed

cards here. There are two types of cards. On the one you will find questions. You can look through these cards and see how you could improve the day focussing on this question. We also have cards with the prototypes from the office on them. If you have an idea of how you can implement these prototypes into the visual you can use them aswel. You can also elaborate on prototypes if you think it has a good implication if change it a little. If you are not sure what each prototype tries to achieve we have printed the posters aswell, so you cah check them out. You don't have to use any of these cards if you have other ideas, they are just here for you if you want some inspiration. You can also use a card for multiple ideas if you feel inspired. Like the previous activity, you can create the ideas however you want to. You can make drawings on post-its or write something down instead. You can also make a papercraft object if you feel like it is the best way to express your idea. It is important to remember that there are no wrong answers, so feel free to create whatever comes up. After about 20 minutes we will continue with the next part of this session. Also feel free to talk with your neighbours about your ideas.

14:03 Voting – and that is it. We see that you created a lot of ideas, very nice. Now we would like to ask you to tape the visual and the ideas on the wall so we can clearly see all of them. You get two post-its/sticker thingies, a green and a pink one. With the yellow mark the idea you think is the best, with the pink mark the idea you like the most. If you don't recognize what an idea is, ask around so you can make sure you are voting on.

14:07 10 discussion - -- address the most liked and the best ideas --

14:25 Wrap-up – So that is it from us for today. We would like to thank you for participating in this co-creation session. Did you enjoy it? – wait for response – Alright, the three of us are just starting out here, so for us this was also an introduction of how we work. So for us it this was just the beginning of our project.

In the future we will probably ask you a few more times to join sessions like this or try out prototypes we will scatter around the office. So you will likely see and hear us around for the coming weeks. Do you have any questions right now? - wait for response - We would like to thank you again and see you soon.

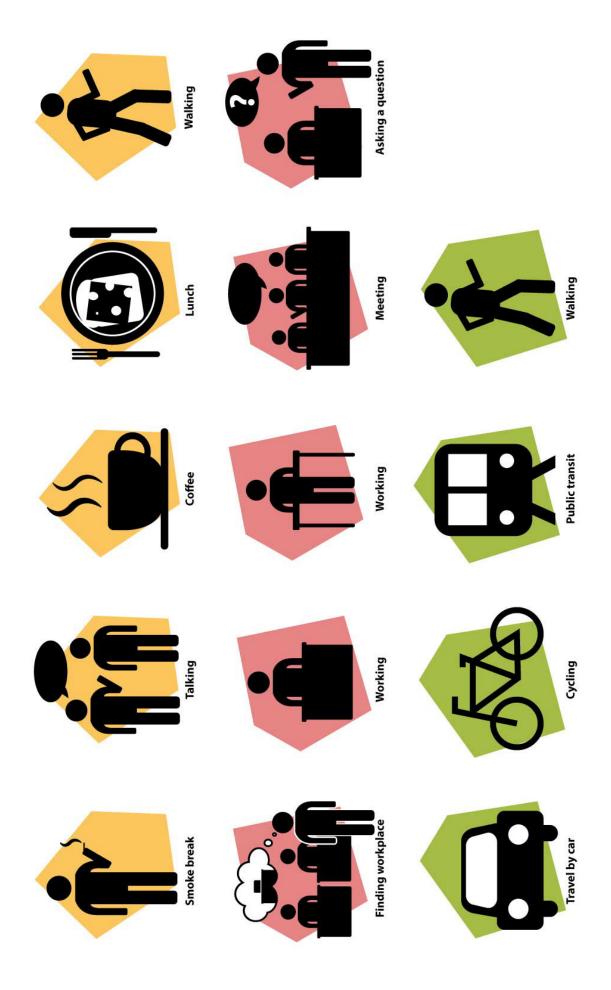
Time Line

One Day at the Office

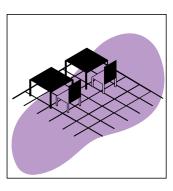
One Day at the Office
For this part, we would like to ask you to think about your day at the office
(let's say yesterday) what did you do? Can you add them to the timeline
below? Here are some tips to keep in mind:
• Feel free to add as many events as you want in your day.
• Try to think about everyting, not just work related stuff.
• The way you express the events are entirely up to you, you can sketch,
write etc.

- write etc.

Activities



Opportunity Cards



Finding a Place
How can you find your preffered workplace?



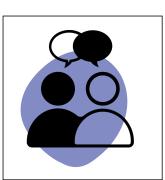
Finding New PeopleHow can you find new people to work with?



Preffered Work Environment
How can you create your
preferred work environment?



Self ExpressionHow can you express yourself in the office?



Engaging With New People How can you engage with new people?



How can you make an open office feel more private?

Prototype Cards



"ТОРО"



"COMMUNITY FOREST"



"MEET"



"COZONE"



"GEMMA"



"MEMBRAIN"

Appendix D: Statement Cards

colorbar	P01
para-phrase	
	There are temporary and permanent teams.
quote	"It is interesting what you define as team, because I feel like I am part of the research and valorization team and thats also how we call ourselves like we have an R&V team meeting so its like this feels like we are a team but then we have also I mean for certain projects so we work together with certain people from communication, from outside and that could also be described as a team but thats more temporary."
Space for notes during session	
colorbar	P01
para-phrase	
	Doing the same thing enhances the feeling of of "team".
quote	I think its like the main activities that we do are the same. so as I said I am working on the smart mobility theme, then there's people working on 5 other themes and there is like an overall manager of that team there is some people that are somehow related to the team, part of the team but they don't have a specific topic but we see each other as a team yeah it has a meeting etc."
Space for notes during session	
colorbar	P01
para-phrase	Collaboration, responsiveness, looking out for each other are some the things that feeds the feeling of "team."
quote	The work that we do is similar to each other and the thing that makes it a team is that, yeah, we also try to discuss what's happening within our program, we collaborate on that, sometimes we ask for feedback, we try to if somebody has a problem we try to solve it within the team so there is a lot of reasons why it's called a team and yeah because of the kind of work that we do its like we lookout for each other when we seek each other have a certain kind of problem and also in the kind of work we somehow are responsible for each other.
Space for notes during session	

colorbar	P01
para-phrase	
	Team members lookout for each other.
quote	If somebody falls aways within the team somebody else within the team has to
quote	pick it up.
Space for notes	
during session	
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colorbar	P01
para-phrase	
	New teams can be formed depending with
	small projects. These are different than
	others.
quote	Then we have teams that work on a certain event or work on a small project.
Space for	
notes during	
session	
colorbar	P01
para-phrase	
	Temporary teams tend to be more
	multidisciplinary, in terms of the work they do.
quote	So it was multidisciplinary so to say, and the R&V team is also multi disciplinary
	in the sense of topics but in essence it is single disciplinary if we look at the kind of work that we do.
	kind of work that we do.
Space for notes	
during session	

colorbar para-phrase Clear task definition is important in temporary groups. (Events) "Because it was an event for me it was important that there would be an quote overall document describing everybody's tasks...... So that was actually the basis of our collaboration." Space for notes during session colorbar para-phrase Cloud services are used to facilitate planning and group communication. quote "from that operational plan everybody kind of knew what was their task so it was really oriented on meeting but also updating each other through this kind of document." "It was actually just a word document on our dropbox." "Living document" Space for notes during colorbar para-phrase The busiest person is prioritized in team meetings, they serves as a decision maker in a way. "Their agendas were not as full as mine so I'd propose a date, I would say like quote can you meet then and then, that was OK for them, let's meet and so I would ask them or another office manager if there was a room available basically it was quite straightforward" Space for notes during session

Pn:

para-phrase

Not all meetings take place in a meeting room, depending on the nature of the meeting, the location and the scheduling can be quite informal.

quote

"sometimes it was like oh yeah lets just sit somewhere where there was a spot which was not even a meeting room for example the space next to the office manager."

".....so we didn't need always to have a room reserved."

Space for		
Space for notes		
during session		
session		

colorbar

P01

para-phrase

Room reservation may happen according to the meeting activity.

quote

"(on activities that has special needs)...but thats also when you need to reserve the room beforehand because there is less flexibility on the space that you want to use."

Space for		
notes		
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session		

colorbar

P01

para-phrase

Even scheduled meetings can have a change of nature due to participant's inconsistency. A flexible meeting room comes in handy in these situations.

quote

"Its nice to have this kind of multipurpose rooms that you can change in a second from presentation to idk a workshop...e.g. there was one plenary session where you needed the chairs in a theater setting but then we had breakouts so all the other rooms had to be in like a conference setting, where you sit around an "o" shaped table."

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para-phrase

Common activities amplify the feelings of "team".

quote

I think its like the main activities that we do are the same. so as I said I am working on the smart mobility theme, then there's people working on 5 other themes and there is like an overall manager of that team there is some people that are somehow related to the team, part of the team but they don't have a specific topic but we see each other as a team yeah it has a meeting etc."

Space for notes during session

colorbar

para-phrase

P01

working together means: Making decisions together, keeping up with each other, planning, discussing the outcomes.

quote

"(On working together)... like discussing the way we go forward, is it the right approach, advice, back and forth going like what did you do this week, what happened during that meeting so really informing each other of the work and together also make decisions like do we want to go forward with that or do we want to skip that which meeting will you go to, if we are invited to the same meeting for example it is always interesting to see if we go both, if nobody goes, if one of goes.. if there is something that needs discussion...we always do that during out weekly meetings"

Space for notes during session

colorbar

P01

para-phrase

Informal gathering in the workflow is quite common. These gatherings are 10 mins long for example. These quick face to face discussions saves time.

quote

"we are in touch on the workflow like everyday we are both here it's an interesting thing of course like sometimes he is gone, sometimes I am gone for the meetings and then you miss sometimes those moments of informal exchange of information and getting together. What I like to do is normally when I see him, later on today today do you have 10 minutes to discuss this and this and this if it can not wait for out weekly meetings. But otherwise we call or we email also of course part of the... but it's easy when you are working on the same floor to go to each other and discuss it right away... saves time "

Space for notes during session

P01

para-phrase

The big meetings are planned on fixed days of the week depending on the presence of the most people.

quote

"We have kind of within the team we have said like thursday we have this meeting the R&V meeting so its a day where most of the team is the whole day here then I have tuesday, I have this bilateral meetings with stefan so that's two days that slightly that we see each other "

The communication preference and patterns of their team mates influence the channel choice people use. This is a know-how that comes with time and knowing people.

quote

"depending also on who you want to reach within the team because you know that some people are frequently using a certain kind of communication means... so I have my WhatsApp on my laptop so when I am working on my laptop I am quite actively using whatsApp for communication and people know that... but I also know that some people also don't have that so may it's easier to send them a direct text message or an email even because they are working on their computer and reading emails but not their phone so its a little bit like the knowledge that you gain from the people that you work with.

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sess	ion

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PO1

para-phrase

Speed is not the only reason to prefer face to face interaction. The directness of the interactions comes from being able to sense what the other one is feeling.

quote

"that I like is that there is direct response, not in the sense of the answer comes directly but you can also see how people react to certain types of things... gestures or idk faces or feelings that you get when somebody hears your story and reacts on it and that sometimes gets lost in emails or messages. ... If you can sense what the other one is feeling it gets more direct."

notes during session	Space for notes	or	
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colorbar	P01
para-phrase	
	Working from home causes minor FOMO.
quote	"Yeah sometimes when you are at home, working from home of working from
44000	an external location you know that other people are together it's like may be
	you are missing out on something, but that's quite limited because you always know that you catch up with people like the next day and most days it is not
	that urgent."
Space for	
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session	
colorbar	P01
para-phrase	
	People can not fully keep track of each other's
	schedules.
quote	"What is sometimes annoying is that you don't know when people are away or
	that people don't know when I am away. So there is a lot of people that have part-time contracts herethere is a whole lot of configurations(of days)and for
	me with some people it's know that it's their off day but even within the team I am not aware of sometimes what are the days that people are gone and I am
	talking about meetings because those can happen totally irregularly but even
	like the days that they have their kid at home or smith like that. "
Space for notes	
during session	
colorbar	P01
para-phrase	
	When team mates are away and busy the
	workflow may get stuck because of
	unanswered questions.
quote	"Sometimes you would like to have a quite fast answer from somebody, that
	does not happen too much but sometimes its really I need to know oh, I just go to somebody, ask this question and continue my work. So when somebody
	is here it's real helpful if somebody is at home but available on the phone thats
	also easy but if somebody is working whole day in a workshop and can not answer email or phone or directly then you den't get directly the answers but
	you wait for them to finish their activity"
Space for notes	
during	

colorbar	P01
para-phrase	
	Seat selection is based on the work activity scheduled on that certain day.
quote	"Sometimes it is also by choice that you go sit somewhere where you are not as visible as some other times. So what I personally like to do is that when I need to concentrate a little bit more I use this space with a door, the door is always open but nobody can see me when they enter the building. So it gives you a little bit more people are aware that you are here but it gives you more privacy and closed off environment here you can work quietly."
Space for notes during session	
colorbar	P01
para-phrase	
	Walking to other team mates is not a big issue if they are in the office.
quote	"If I think that I need Stefan for a lot a question I would probably sit closer to him but in general it's easy to find everybody here and not a big matter if you don't sit together. and in that sense out scope of work is really depending on completely nearness, we are not depending on each other within our team to progress ."
Space for notes during session	
colorbar	P01
para-phrase	
	People try to touch upon most of the things in the fixed planned meetings. Big team interactions take place in these meetings.
quote	"So al lot of things(interactions) focus on these moments that I've planned already with e.g. Stefan and the meeting that we have on Thursday. And also the setup of these meetings are in a way that a lot of elements are touched upon."

Space for notes during session

P01

para-phrase

during session

Quick opinion sharing happens throughout the week, is not planned. Can also be between various people.

quote	"I think quick opinion sharing is throughout the week" "I mean this is like the informal meetings like if I have a question about a project and it needs to be involved somebody who knows more about energy I would just walk to my colleague working on that just share opinions and then get immediate reaction."
Space for notes during session	
colorbar	P01
para-phrase	When people have difficulty in locating one another they wait for the instances in the day where the majority is together. (aka lunch)
quote	"(on locating the person you need) well that depends indeed on availability, on when and where you sometimes know that people are in the building, you walk around and you don't see them or you wait for lunch when there is like a moment where we mostly are together, that's part of out social system so to say."
Space for notes during session	
colorbar	P01
para-phrase	
	Crisis management can happen anytime, not just on specific meetings.
quote	"This was unrelated to any moment I just shared this with somebody with my team, so this is like independent from when you meet your team, when you sit together. It was just happening at a certain moment there was this kind of the idea of the team as a backup." (on crisis management card.)
Space for	

P01

para-phrase

Passing work on, doesn't really schedule on a weekly basis. It happens on special occasions like when you have a new team mate or so.

quote	"This is more like, it's an interesting one but it's more I mean I wouldn't say that it fits in kind of a weekly basis I mean it's more like when you have a new colleague or something." (on passing work on.)
Space for notes during session	
colorbar	DO4
	P01
para-phrase	Before the meetings and agenda on dropbox paper is prepared and shared. This document is edited during the meeting as well.
quote	"For this one (thursday meetings) we use dropbox paper so it's like a live document and so yeah we mostly stefan would or sometimes somebody else one day before makes a new agenda for the meeting and it's based on the long term agenda that we use every week but sometimes there are points more pressing than others." "So it's shared beforehand and then everybody can add posts to the agenda and that's actually kind of points that can go on during the week."
Space for notes during session	
·	
colorbar	P01
para-phrase	There are different sections in the agenda.
quote	"and we have like items so for example there is also always and its called help questions so people can directly ask for help during that meeting if they need smith to be done or if they need contact with a certain partner. They want to know who's involved in what. So it's the direct questions. You can also see them in your agenda so you can prepare for the meeting."
Space for notes during session	

colorbar para-phrase

The agenda transforms to meeting summary during the meeting.

quote	"The whole idea of this system is that during the meeting if we talk about a certain topic we write down what's been said on the topic so agenda it becomes actually during the meetings the minutes. And because everybody has access to it it's not shared again everybody is expected to look back to see about the information about what was said"
Space for notes during session	
colorbar	P01
para-phrase	Knowing how to approach each other, and means of communication creates team space.
quote	"I don't believe that teams depend on rooms although it is nice to have a space where you can share your ideas I think it is a way of working together and a away of knowing how to approach each other and communicate with each other. " "It doesn't depend only on the space it's about the means of communication and the way of interaction to get."
Space for notes during session	
colorbar	P01
para-phrase	Some communication groups can be used out of it's purpose. Mostly the case on informal ones.
quote	"But if I have a direct question to somebody and I know that he doesn't use Slack so it's no use. and also I know that this lunch group for informal things it's quite page to "

it's quite easy to..."

Space for notes during session	
notes	
during	
session	

colorbar	After printing, please mark this field in your personal colour (for easy sorting)
para-phrase	
	Locating people can be problematic.
quote	"Sometimes you realize only later in the day that somebody is here because they are working on a spot that you didn't know yet. "
Space for notes during	

P02

para-phrase

Teams can have sub teams. these are defined by who works with whom and the communication frequency.

quote

"So we have Caspar and this is the dataviz team, sub-team then and then we have Alessandro he is kind of the boss... and there is Achileas and there is Marco and these are other sub-teams. Probably there is someone else but I don't meet with these people a lot so \mathfrak{s} t's mainly myself, Caspar and Alessandro for the data visualsation. "

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P02

para-phrase

Work is not limited to office hours. (Inspiration)

quote

"What also happens is that sometimes in the weekend I get an idea and then I just make it very quickly in 3d in unity and then I discuss it the week after with him. And what also happens so in that sense you're right what you started with, we come with our own designs but sometimes he finds something on internet sometimes I do and then we send it to each other. We use Slack."

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P02

para-phrase

Scheduling depends on the number of the stakeholders.

quote

"Sometimes we do(schedule) because apart from us two we have also Clever Franke which is a Design Agency,..., because these are very busy people and if we need to meet with them then we have to schedule in advance."

Space for notes
notes
during
during session

P02

para-phrase

There is at least one fixed day that people who work together prefer to be physically at the same place. Depending on the stakeholder size these days have scheduled events or not.

quote

"But apart from that Caspar and I are always here on Wednesdays so we come in the morning at 9 and we'll just see how it goes actually."

Space for notes during session	
colorbar	P02
para-phrase	There is at least one fixed day that people who work together prefer to be physically at the same place. Depending on the stakeholder size these days have scheduled events or not.
quote	"yeah it(being at the office on Wednesdays) was decided already a year ago because we had frequently meetings with all of these people (showing the whole team) and we decided upon wednesday because they was the most suitable for everyone. Those meetings became less and less but we decided to stick with the Wednesday to come here."
Space for notes during session	
colorbar	P02
para-phrase	Depending on the stakeholder size meetings may not be schedules. The room selection happens depending on the nature of the meeting and availability in these cases.
quote	"It(the room selections)'s more randomly because these brainstorm sessions are mainly not scheduled at all its very ad hoc and we just walk around and see which rooms are free."
Space for notes during session	

colorbar	P02
para-phrase	
	Some teams do not use flexible space. They claim a certain territory.
quote	"I say our room so this flex work is maybe we don't use the flex space that much, actually I don't. I always sit in the same place officially it is also flex I guess but we kind of took the room right the first day of this building. IT's kind of UDL room so Alessandro and Achilleas is they are here they are also intuit same room."
Space for notes during session	
colorbar	P02
para-phrase	
	Speed and variety of medium makes remote communication less problematic.
quote	"(on slack working efficiently)Yeah I think so, yeah at one hand yes because people tend to reply very quickly so it's like almost like calling people so that's very handy and with the addition that you can actually send images or documents sometimes I just sen a design in the slack channel to see what people think about it."
Space for notes during session	
colorbar	P02
para-phrase	
	Too much team notification becomes distracting at some point.
quote	"But the downside is that if I'm working on something else I also have these slack messages popping up and that's kind of distracting. $^{\prime\prime}$
Space for notes during session	

P02

para-phrase

Keeping up with a high number of

	stakeholders (approx. more than 3) requires scheduling and meeting.
quote	(On keeping up on what others do) "Casper and I know pretty well of each other what we're doing and Alessandro included by the way but with the whole team we have bi-weekly sessions and then quite informal but it's kind of a everyone is telling in a minute what they are doing. Just standard updates."
Space for notes during session	
colorbar	P02
para-phrase	Overlap in the topic of interest contributes to the feeling of team.
quote	"First of all, the overlap in topic that we research it's about data science actually and my subteam is data visualization so we work on the same topic And also with the Achileas and these poeple(shows the team) they are also data scientists. Urban data lab. So it's all about data for investigating problems around cities. "
Space for notes during session	
colorbar	P02
para-phrase	F V 2
	There are informal relationships with the people outside the team.
quote	" I do have contact with the other people people here, we talk mostly informally because the formal connections are mostly done by Caspar and Alsesandro and we do have meetings with other people of course but the main context for me with other people is kind of informal, we just talk about sometimes about work and I give a demo and bla bla but mostly during lunch "
Space for notes during session	

P02

para-phrase

Sharing the work with people outside the team members contributes to motivation.

	team members contributes to motivation.
quote	"(On demos) That's curiosity mainly because when they walk by my office and they see al these VR equipment, they come in and I say would you like to try and blablabla (so you like sharing your work?) Yes, I like it, I am very enthusiastic about the work so I like to share it."
Space for notes during session	
colorbar	P02
para-phrase	1 02
	Two departments can be related in terms of planing their work according to each other.
quote	"Typical deadline would be events where AMS would present itself for instance this event called we make the city that's somewhere here in Amsterdam and I think everybody can give talks and demos and blablabla so that would be typically something suitable for showing this air pollution demo so that would be definetly a deadline and maybe there is some other event or project meeting that would be"
Space for notes during session	"foolowing the event schedules loosely"
colorbar	P02
para-phrase	
	Two departments can be related in terms of planing their work according to each other.
quote	"for instance in this case(air pollution visualization) it would be nice if Casper and I would go to the Communication department, and then see what will happen in the near future and then see if we can show our demo there."

Space for notes during session	
notes	
during	
session	

colorbar	P02
para-phrase	
	Office is not the only place where team mates physically come together.
quote	"In my case it is not such a big deal because as a freelancer I am kind of well, free to schedule my own time so for instance I went to see Alessandro last monday in delft so I just go to the to see him here so then the problem is solved well there was not really a problem I just wanted to speak to him and he was not here this week so I just go to him." "This doesn't happen so much, I'd say once a month."
Space for notes during session	
colorbar	P02
para-phrase	
	Feedback is given remotely.
quote	"(what sort od questions do you ask on slack?) Mainly feedbakc on first ideas and designs. "
Space for notes during session	
colorbar	P02
para-phrase	When physically in the same place the frequency of interaction is higher. People tend to collect their questions before asking them when they need to use a medium.
quote	"It's more of a threshold to ask someone something if you have to use slack

quote "It's more of a threshold to ask someone something if you have to use slack then when the person is right in front of you. So today I showed Caspar already four times something in VR cause he's like 1 meter away from me."

Space for notes during session

colorbar	P02
para-phrase	
	Remote working triggers mild FOMO.
quote	"maybe, It feels different when the whole team is here and I am the only one not here I feel kind of a fear of missing out."
Space for	
notes	
during session	
colorbar	P02
	P02
para-phrase	
	Locating people when you don't know who
	does what is extra problematic.
quote	"(locating people from other teams)I think that might be part of the issue. First of all I am not sure where they are located exactly and then maybe it's my fault I don't know the organization well enough to know exactly who is responsible for what. I guess I can just have a look on the website"
Space for	
notes during	
session	
colorbar	P02
para-phrase	
	Locating people when you don't know who
	does what is extra problematic.
quote	"So for example this air pollution idea I am not sure who took contact now
40.000	within AMS a person that would be interested in this air pollution subject and
	there is no doubt someone is doing research on this but I wouldn't know who that is so I would ask Casper and Alessandro because they have more knowledge of all the people here."
	Michielage of all the people field.
Space for	
notes during	

colorbar	P02
para-phrase	
	People may have fixed days and flexible days.
quote	"Today is one day that's synchronized it's the wednesday and I am always here on wednesday this other half day it's kinda scattered around it's mostly at my own office."
Space for notes during session	
colorbar	P02
para-phrase	FUZ
рага ріпазс	
	People also attend to side tasks that are not actually there job.
quote	" I am not the official supervisor, that's Alessandro bu I help him with typically troubleshooting."
Space for notes during session	"Technical things"
colorbar	P02
para-phrase	102
para prince	Crisis management happen independent form scheduled events.
quote	"Crisis management is kind of independent, that can be even on a friday or a monday, mostly via slack."
Space for notes during session	

colorbar para-phrase There are some aspects of the group work that doesn't need to be done as a group. quote "Implementation, that is typically what I do on a Thursday then I don't need that many people." Space for notes durina session colorbar para-phrase Planning and work monitoring is done in scheduled meetings. quote "These are together actually (planning and work monitoring) so this everbody's telling what he's been done and also the planning is discussed in the same biweekly meetings." Space for notes during session colorbar para-phrase Google docs is used to prepare content before the meetings. Everybody writes what they have done and what they will do. quote "We have a document on google docs so everybody can edit at the same time, its what have you done in the past two weeks and what will you do during the next two weeks. Ans the structure is that this is done per sub-team so I think there are 4 sub teams in total and everybody is writing something about the past and the future." Space for notes during session

P02
Questions and problems are not written down but expressed verbally.
"(on quesiton and problem sharing during the meetings) I would not put them in the document, I would just say them in the meeting itself, so if it's my turn to share what I've been doing and what I plan to do then I would say well I need this and this from that and that person can anyone help me with this and this so it's quite informal actually."
P02
Joining the conversation organically is difficult when you are joining via video call
"(on joining remotely to the meetings) It's very strange because you never know when you actually can say something unless you are asked to say something the of course it works but while the others are discussing you want to break in or say something relevant via Skype it is more difficult. Because you can not feel the timing."
After printing, please mark this field in your personal colour (for easy sorting)
Personalization is important for team space creation.
"(On Team space) IT's more than just a physical space, for me the thing that resembles this team space most right now in our office would be the slack channel, although I would prefer to have a big room like this and put all our work on the walls then it's kind of like our living room and it would make it very personal or team specific."

para-phrase

For the discussion of big things that involves

	scheduled.
quote	"We have team meeting usually on monday mornings that takes usually the whole morning so we can bring to the table everything that is going on, the agendas or is there any report coming up and if we need help from each other and otherwise we just talk or we mail, whatsapp, call, slack."
Space for notes during session	
colorbar	P03
para-phrase	Team mates go to each other's desks to have quick interactions. They are mobile with their laptops.
quote	"I think we are all responsible for our own responsibilityes within communication but we talk a lot like you would see us walking around with the computer like going to the there one's table and saying like have you seen this or I have a question or what do you think about this. So we would walk to each other."
Space for notes during session	
colorbar	P03
para-phrase	Email is used for communications that has a precedent so that anyone involved can have

an overview of the past events.

quote

"But otherwise we.. if it's something involving more people then we email ${\rm I}$ think. So that you see the email flow, whats going on and before it's these kind of things."

Space for
notes
during
session

P03

para-phrase

BEFORE PRINTING, REPLACE THIS TEXT WITH THE PARAPHRASE: IN YOUR OWN WORDS SAY WHAT THE QUOTE MEANS

	WHAT THE QUOTE MEANS
quote	"If I go to the head of the department it is more something that I am wondering about like is the right thing to do or what would be your input on this, what would be your insights, I think it's more for advice, usually."
Space for notes during session	
colorbar	P03
para-phrase	Common mailboxes are used for division of tasks through flagging. Sometimes clarification in person is needed.
quote	"For advice as well and for also timing and you know we have two common mail boxes if something is coming in the communication mailbox then we flag usually which one is doing what sometimes it can lead to confusion and then we just walk to each other and be like ooh did you see this mail are you gonna answer it or shall I do it. So these kind of things"
Space for notes during session	
colorbar	P03
para-phrase	F03
	Sitting together also triggers more communication.
quote	"I think there's much more communication when you sit all together I think it's natural as well. Maybe you will ask more things then when you were in your corner and you are like, and you want to see but they are not here so I think it triggered a bit more interaction, the fact that we had to more"
Space for notes during session	

colorbar para-phrase nature of the work determines the seat selection quote "This week I like this side(points to the left), I need to read more this week, need to concentrate more and this side of the building is usually more quiet.." Space for notes during session colorbar para-phrase Seat selection may influence the way people feel at work. "So far. Inoticed that people that come in they usually, when you face to the quote entrance they go to the right side, and the left side, it was a bit forgotten for a while, I remember that in the beginning I sat there .on my own and everybody was on the other side and I felt a bit out of the place." Space for notes during session colorbar para-phrase Other projects deadlines can influence joint projects.

quote "(on the biggest challenge of the project) I would say to get the input there is a challenge for everyone, I think everyone is swimming in his own deadlines and that makes it challenging."

Space for notes during session

P03

para-phrase

People try to interact with colleagues in

	common facilities.
quote	"(on getting the input) I am pushing people, I am sending reminders, if I see them at the coffee machine they are all avoiding me now. I am stalking them." $I = I + I + I + I + I + I + I + I + I + $
Space for notes during session	
colorbar	P03
para-phrase	Everyone brings their own agendas to the meetings and share them on the spot.
quote	"(on monday meetings)Usually everyone comes with their own agenda with the things that are going on and then we discuss it together and also if there are events coming up, or things we need help for and usually everyone prepares it beforehand like this is what I have going and this is the question that I have." "We discuss them during the meeting." (no sharing)
Space for notes during session	
colorbar	P03
para-phrase	Keeping up with schedules through sharing calendars.
quote	"But we usually know whats going on because we have a communication calendar but it's more for events and corporate activities and we also share our () calendars for example if I am looking for Debbie and oh she's not in today or she's in this meeting. So yeah "
Space for notes during session	

PΩ

para-phrase

Fixed meetings are used to commence ate scheduling differences in fixed things.

quote

"(on schedule differences) We always find a way to communicate,I think it's feasible also Moud would work every other friday for example but we know that usually if there is a change in the schedule then the monday meeting is good for that."

Space for notes during session	
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colorbar

P03

para-phrase

Remote communication is via email, if it's important they call each other.

quote

"Usually when somebody is not there we email or we call if it's important."

Space for notes during session	
notes	
during	
session	

colorbar

para-phrase

P03

The work that people do makes them feel like a team.

quote

"(on team feeling) My team is communicating, what they're doing(R&V team) and ehm, we are trying to bring that to the world because it's very focused on scientific approach lets say and we want to have that communicated to the audience. What makes them my team? Yeah we are AMS but like I said what they are working on is what we want to communicate."

notes during session	Space for
during	notes
session	during
	session

PO:

para-phrase

Not being physically together in the office hinders the overview who is in the office and who is not.

quote

"(on not sitting together, problems) more like an overview, sometimes you don't know who's in the office because it's so big now. So that could be a, I don't think I had... yeah usually we just check the schedules and be like ooh yeah they are gone, when they are gonna be back, or you ask colleagues around, have you seen my colleague."

Space for	
Space for notes	
during session	
session	

colorbar

P03

para-phrase

Working from home is another type of seat selection.

quote

"You miss the direct interaction with colleagues when you work from home, I would say that it's, but usually when you decide to work from home it's for a specific reason. for example if you wanna read something or write something, when we need quiet. sometime we would start at home and then we would come. "

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sess	ior

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para-phrase

Different communication means have different purposes.

quote

"I think we use slack more to throw in ideas that are about communication in general, we usually send links to each other, links about articles we've seen, inspiration for articles, that would be.. It's mostly I think links."

Space for	or	
Space for notes during session	es	
during		
uuririg	ig	
session	on	

DN

para-phrase

Speed makes face to face interaction more preferable.

quote

"I think it's probably the immediate response you get when you talk to someone, it's faster I think with the other ones it's just, yeah sometimes you just have to wait a little bit more, because everyone is busy so if you send a mail, you might not get an answer straightaway."

Space for	
Space for notes during session	
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colorbar

P03

para-phrase

Seeing other people's point of view and profiting from them is motivating.

quote

"(what motivates you in monday meetings?) I think it's nice to brainstorm about what's going on, cause you feel like you're a part of a team and you can... yeah you think about your work in a way and then someone would come up with an idea and then you're like hey, yeah that's a good one... so this kind of thing is good for the motivation as well. "

Space for
Space for notes during session
during
session

colorbar

P0.

para-phrase

The personal connection, the human connection makes the team feeling stronger.

quote

"(What makes you feel like a team on monday meetings?) The fact that we are all together, also the student assistant, she's only working on mondays and so the fact that we are all together and then we just grab a tea and be like heey, how was everybody's weekend, usually the rest of the days everybody is just like hey good morning!and then we sit and we work. So it's human connection we have I would say, it makes it more, makes you feel like a part of the team."

notes during session	space for
	notes
session	during

colorbar	P03
para-phrase	
	Idea sharing, passing work on and division of tasks happen throughout the week.
quote	"Passing work on, that goes on for the rest of the week, so I told you about the mailbox already, who's doing this, who's doing that etc. That could also be division of tasks as wellIdea sharing as well during the week."
Space for notes during session	
colorbar	P03
para-phrase	
	Planning can happen throughout the week.
quote	"Planning throughout the week, we are always planning things actually, so for me yeah this is like throughout the week."
Space for notes during session	
colorbar	P03
para-phrase	When a subjects needs further attention a meeting is scheduled.
quote	"Sometimes we plan strategic sessions(extra meetings) on a specific subject" "Thelast time we did one was 2 weeks ago."
Space for notes during session	

para-phrase

The scheduling is done face to face in extra meetings.

quote

"(on strategic meeting planning) Face to face, we say that we need to talk about this, and then we plan it."

Space for notes during session	
colorbar	P03
para-phrase	Urgent actions happen on the go, not with scheduling.
quote	"If we need an urgent action then usually it's really on the go, then we just go and see the person, talk."

Space for notes during session

colorbar

para-phrase

When physically together it is easier to understand if the person is available or not.

quote

"It's hard to find, you don't know if the other one has time cause you are not in the same room, so probably that's the main obstacle I would say, or if they are not picking up the phone. But we are quite a responsive team, this is something we really value."

Space for notes
notes
during session
session

colorbar para-phrase In the beggining sitting apart from the team makes you feel lonely, not good for the team feeling. "So it was a bit tricky in the beggining, that you feel a bit lonely, that you don't quote feel like a part of the team, especially at the beginning I think you need more cohesion. Space for notes durina session colorbar para-phrase Sitting together and talking forms the teamspace. quote "So teamspace for me, it can be both, face to face and digital. I think that it helps the team dynamics to sit together and see each other and talk." Space for notes during session P03 colorbar para-phrase Scheduling of the day affects the seat selection. quote "I think on mondays we have the tendency to sit together because we know that that's the day that we have the team meeting."

Space for notes during session

Appendix E: Intervention II

Summary

During the research phase, participants mentioned that they would like to have walking meetings in the day to avoid being indoors all day and to get some exercise. The intervention examined how the interpersonal communication motives would be affected when a work related communication is carried to a pleasure related context. The intervention was discontinue due to lack of engagement.

What is it?

A map of the surroundings of AMS office showing the facilities in the area.

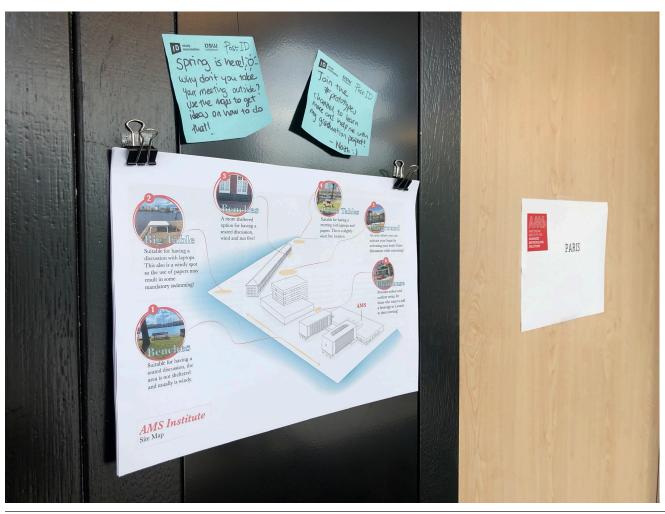
Why?

The aim is to address the control and escape motives of communication. To help build deeper relationships and increase productivity.

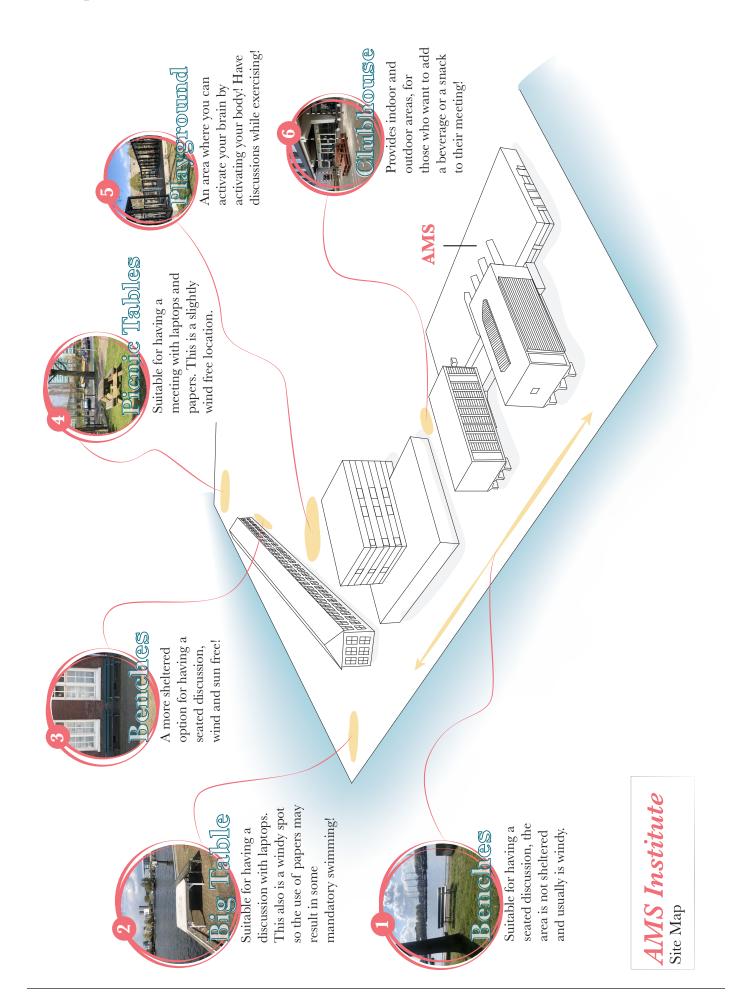
How?

By putting the control motive in a pleasure context.

Photo in Context



The Map

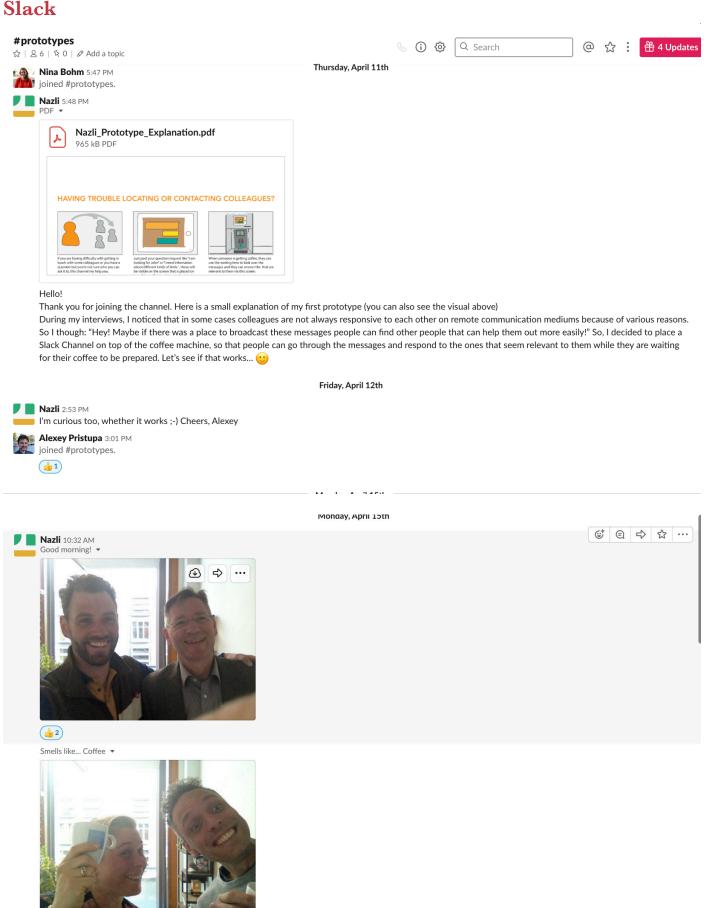


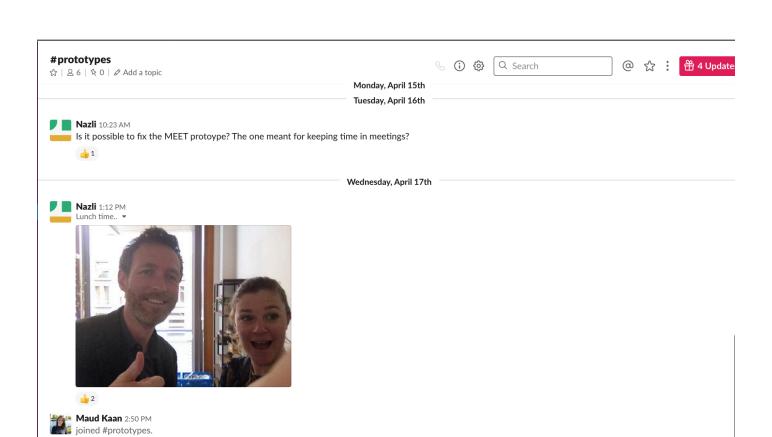
Appendix F: Intervention I Research Questions

- -What is the effect of the indirectness in this interaction?
- -What kind of things are people asking?
- -How does the content change when one on one communication becomes public?
- -When do people look for this alternative type of communication?
- -How does this intervention enrich the communication?
- -What kinds of motives are used in this way of communication?
- -Who uses this prototype?
- -How are the dynamics of one-on-one and public communication different? How are they similar?
- -What are the different goals of these two types of communication? How does my intervention serve these goals?
- -What are the activities and content shared in the public communication channel?

How are these communications initiated?

Appendix G: Content Shared in Slack





Thursday, April 18th

Nazli 1:33 PM
Say something funny
Nazli 1:45 PM
Siri?

Nazli 3:24 PM



Arjen van der Meer 4:17 PM joined #prototypes.





Nazli 6:32 PM
Hi again!



I've been enjoying your selfies for the past two weeks, a huge thanks to everyone who has been contributing! (soon you will need to deal with my follow up questions though) As some of you may have seen the second prototype is now hanging in front of the meeting areas in "the fishbowl". With this one I aim to investigate how to encourage and facilitate walking meetings outside. As a starter I made simple maps of the area that might give you some influence on how to take your meeting outside. So, if you decide to take your meeting outside, please let me know, I would like to hear your experience. Or also if you decide to use one of the maps you can write your thoughts there and I can read them! Thanks a lot! - The actual Nazlı



Thursday, May 2nd

Nazli 4:30 PM Coffee is 4 nerds ▼



Monday, June 24th

Kenneth Heijns 8:33 AM joined #prototypes.







Friday, May 3rd



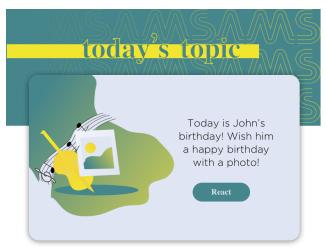


Appendix H: Post Intervention Questions

- -When did you interct with the prototype?
- -Why did you decide to interact with it? What triggered you?
- -Why did you use it? Why was this purpose important for you?
- -How did you feel? Was the experience satisfactory? How can it be improved?

Appendix I: Initial Interface





Get information about the projects at AMS!

Broadcast your project here at the coffee corner!

Get information about the projects at AMS!

Broadcast your project here at the coffee corner!



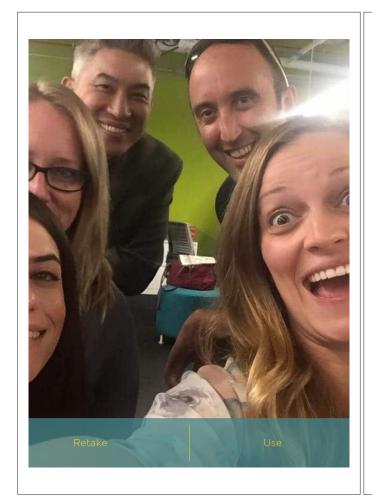
Today is John's birthday! Wish him a happy birthday with a photo!

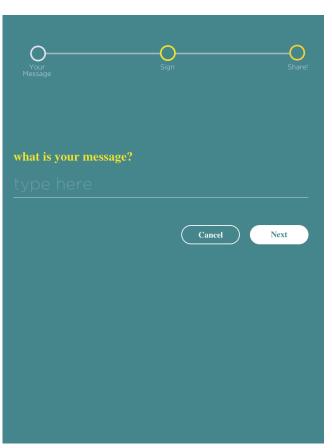
Get information about the projects at AMS!

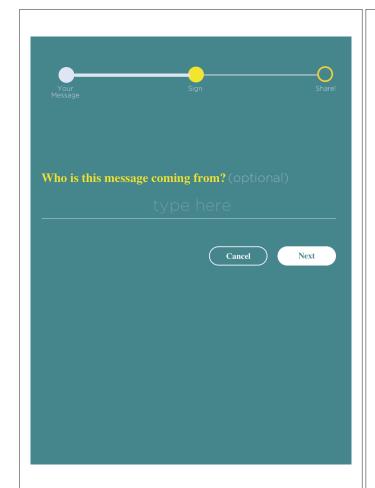
Broadcast your project
here at the coffee corner!

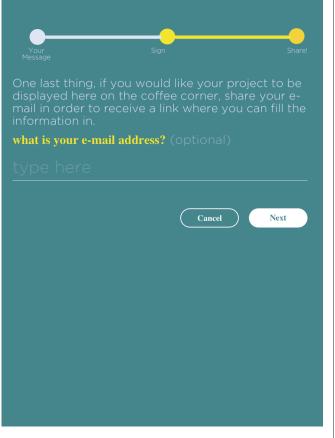
Get information about the projects at AMS!

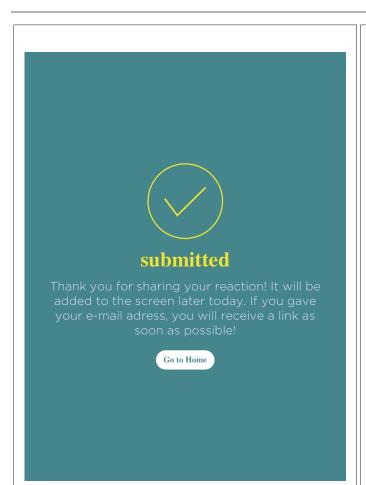
Broadcast your project here at the coffee corner!

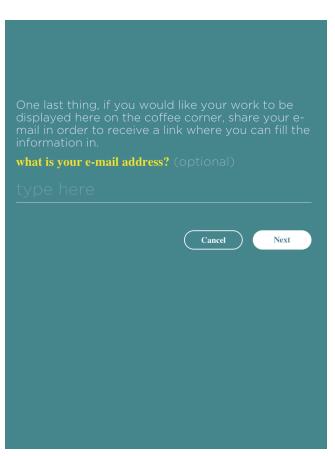


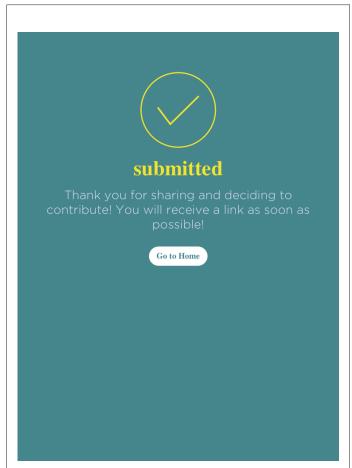




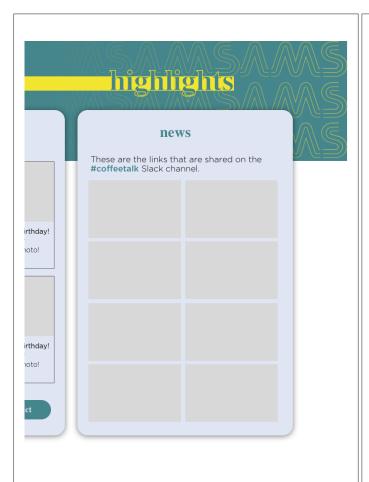


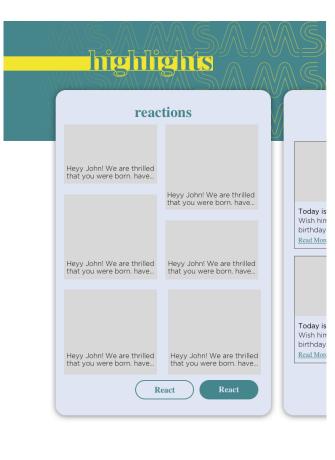


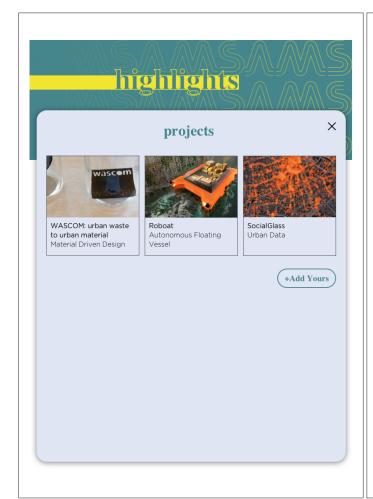




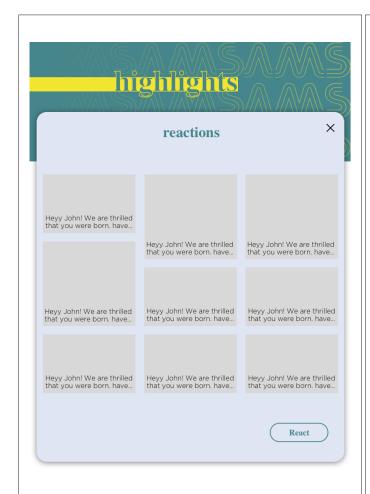


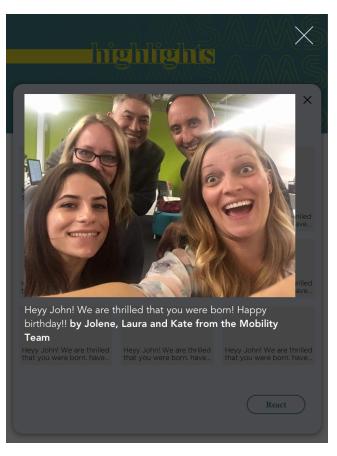












Appendix J: Research Questions for Concept Testing

Research Questions

- -Does the information collection flow work? When do people drop it? Why do they drop it?
- -Do the triggers work? What sort of other triggers might be more successful? Why? Are people motivated to react on triggers? Why?
- -Do people explore the content when the display mode is on? What do they look for? What kind of information is isteresting for them?
- -Is the system easily understandable and usable? Are there any problems concerning the user experience?

Post Questions

- -General feedback on the concept.
- -Why did you post/Did not post?
- -Was this triggering? What sort of other triggers might be powerful?
- -Why did you drop?