Boundless Collaboration
APPENDIX

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APPENDIX A

DESIGN FOR our future

TU Delft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name: Riccio
initials: AR given name: Andrea
student number: 4945093
street & no.:
zipcode & city:
country:
phone:
email:

Your master programme (only select the options that apply to you):
IDE master(s): ( ) IPD ( ) DfI ( ) SPD
2nd non-IDE master:
individual programme: - - (give date of approval)
honours programme: ( ) Honours Programme Master
specialisation / annotation: ( ) Medisign ( ) Tech. in Sustainable Design ( ) Entrepeneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair: Pieter Jan Stappers dept. / section: HCD/DCC
** mentor: Ianus Keller dept. / section: HCD/DCC
2nd mentor:
organisation:
city: country:

comments (optional): see attached letter for reasons to have two members from th same section

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

Second mentor only applies in case the assignment is hosted by an external organisation.

Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

Pieter Jan Stappers - IO Digitally signed by Pieter Jan Stappers - IO Date: 2021.02.17 10:06:15 +01'00'

chair Pieter Jan Stappers date 17 - 02 - 2021 signature

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

List of electives obtained before the third semester without approval of the BoE

YES all 1st year master courses passed

NO missing 1st year master courses are:

name date - - signature

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name date - - signature

A post-pandemic vision concept for collaboration with online tools — project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 16 - 02 - 2021 — 09 - 07 - 2021 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

With the outbreak of COVID-19, the already-growing trend of remote working spiked [1] . Due to this sudden event, many sectors relied on online solutions in order to achieve a continuation of practices that moved from physical to digital. As collaboration is one of the fields highly affected by the pandemic, different organisations had to move to remote collaboration practices.

The main stakeholders in the context of remote collaboration are:

- (1) The technology providers
- (2) The businesses using these technologies
- (3) People that have to use technologies in order to engage with other partners

The stakeholders currently value (1) to have an appealing platform that is relevant and used by as many users as possible, (2) to keep working on their businesses and thrive from this crisis instead of perish, but also (3) to have a pleasant working experience and include these new practices within their small or big organisations, in order to keep working safely and efficiently.

At the moment they operate (1) by delivering updated platforms that answer to their user needs, coping with current requests, but not latent needs, (2) by focusing on keeping the business running using the actual platforms available or their proprietary ones, and adapting to the rules that the pandemic changed, and also (3) by cooperating with this quickly changing environment trying to make it work for their needs.

These stakeholders had to switch more or less suddenly from a physical context to a digital one, and what the future trends will be - when the pandemic will be over - are still to be understood.

In a post-pandemic context the opportunities will be multiple. First of all the stakeholders can take advantage of the forced remote working transition to enhance its positive aspects and limit the negative ones. Important aspects for the different stakeholders will be: (1) to keep their platforms relevant and useful after the actual condition will change in order to survive a "return to normality", (2) to re-organise their collaboration modalities in order to keep themselves competitive, (3) and to include these new collaborative approaches in their daily practices.

Although, we should be aware that all these new changes driven by the experience of remote working may lead to a user-hostile environment, experiencing stress and frustration. Moreover, the problems such as digital divide, hybrid collaboration, cultural and social need of physical interactions may influence how the stakeholders should act and how the technologies should evolve towards a satisfying user experience.

Reference:
[1] Ozimek, A. (2020). The future of remote work. Available at SSRN 3638597.

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introduction (continued): space for images

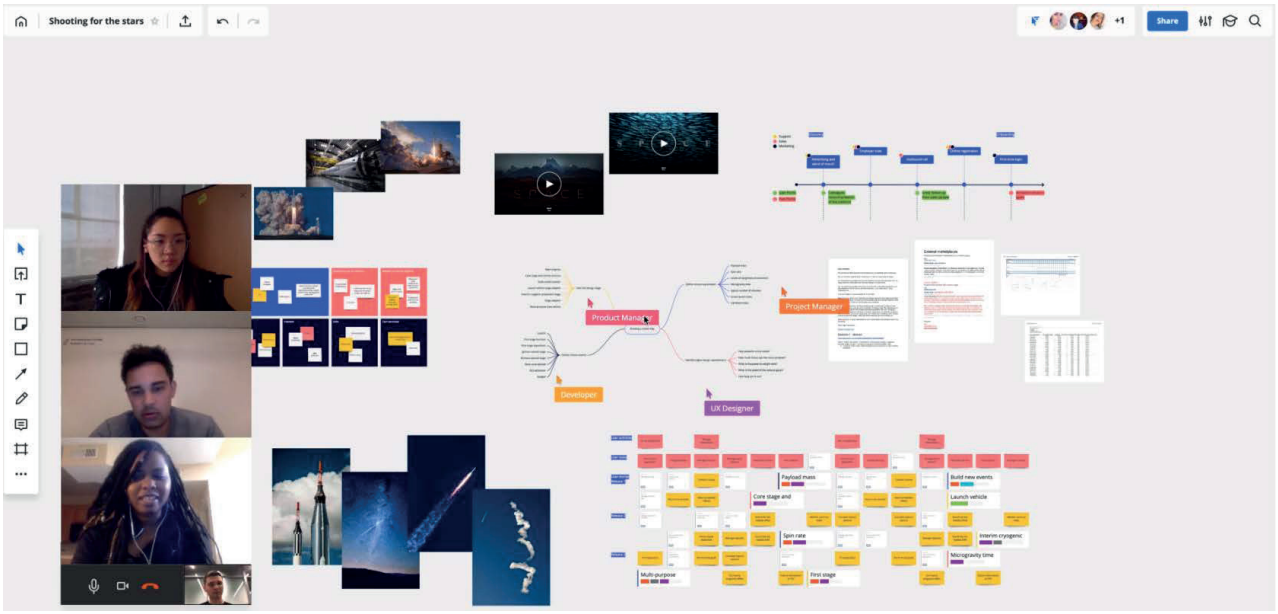


image / figure 1: Miro collaborative session © Frankwatching.com

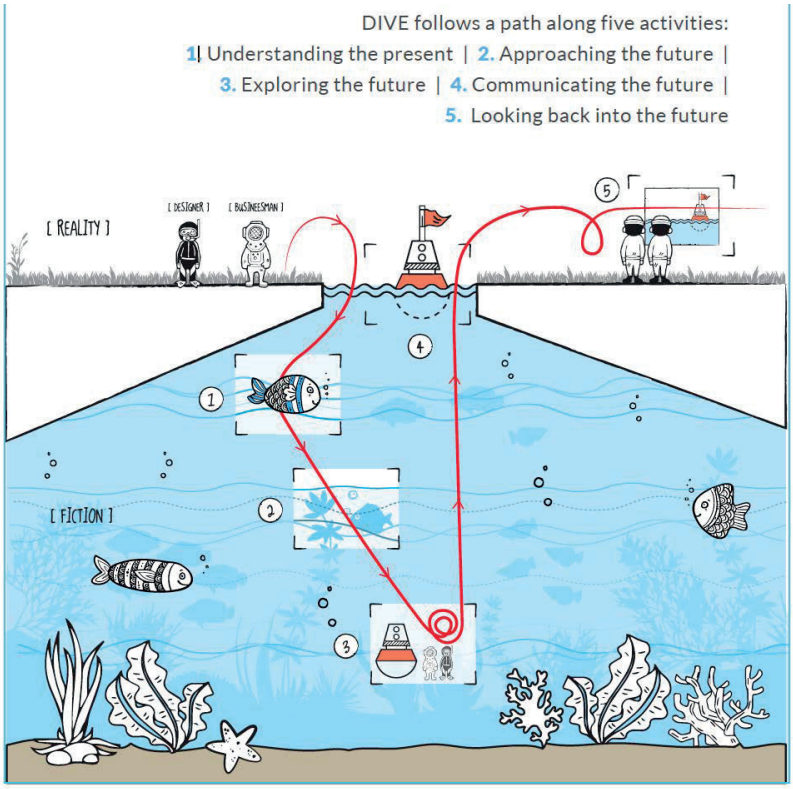


image / figure 2: DIVE Method Illustration © Ricardo Mejia Sarmiento

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

When it comes to remote collaboration, online tools have been available options for organisations long before the pandemic started. For instance, during the last 10 years, remote working has increased of 91% in the US [1], showing a rising interest towards digitalisation processes. Nevertheless, remote collaboration experience was still laking of many aspects that users expected from the substitute of their physical interactions.

During the pandemic, the sudden need of remote working worldwide highlighted even more the deficiencies in the collaboration tools user experience [2]. It is therefore essential to define what are the consequences of such lacks and what are the future needs in the convergence between technology, business and user experience to achieve an optimal remote collaboration when the pandemic will be over.

In this project, I will investigate the pre-pandemic and the during-pandemic framework of remote collaboration online tools, with the aim of generating a potential vision of the post-pandemic digital context.

References:
[1] Reynolds, B. W. (2021, January 22). 159% Increase in Remote Work Since 2005: FlexJobs & Global Workplace Analytics Report. FlexJobs Job Search Tips and Blog.
[https://www.flexjobs.com/blog/post/flexjobs-gwa-report-remote-growth/]

[2] Jenkins D. (2021) 'Threats and rewards of virtual collaboration', The Trihelix Group,
[https://trihelix.com.au/wp-content/uploads/2021/02/TH-IG-Working-Virtually-1.pdf]

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

This project aims to develop a future vision of the role of online tools in collaboration practices. The project will be divided in 2 main phases: the first will consist in a literature and a generative research, including sessions with the Consortium. The second phase will use the data gathered to create a vision and develop an explanatory design.

In order to understand what the future trends will be and create a realistic vision, three different stakeholders from different categories will participate to the research process forming a Consortium.
This will allow me to collect their experiences and knowledge on the topic during generative research sessions and create a vision that is more aligned with the trends, needs and resources of the real stakeholders.
The following companies committed to participate to the project, representing the three categories of stakeholders:
- (1) Miro (Collaborative whiteboard technology company)
- (2) Ford (Global business working remotely before and during Covid-19)
- (3) Muzus (Design studio using remote working with different users, from municipalities and companies to research participants)

My research will be based on the technique known as Vision Concept, defined as a "design-led technique that explores and communicates speculative futures" [1][2]. Through this approach, I aim to create a future-oriented vision to explore the opportunities and the risks of remote collaborative tools in a post-pandemic environment.

References:
[1] Mejia Sarmiento, J. R., Pasman, G., & Stappers, P. (2016). Vision Concepts within the landscape of design research.
[2] Mejia Sarmiento, J. R., Hultink, H. J., Pasman, G. J., & Stappers, P. J. (2016). Concept Cars as a design-led futures technique.

Initials & Name AR Riccio Student number 4945093

Title of Project A post-pandemic vision concept for collaboration with online tools

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 16 - 2 - 2021 9 - 7 - 2021 end date

GRADUATION PLANNING

Official Start : 16/02/2021
Project span: 20 weeks (100 working days) + 1 week of holiday

Activity	Explanation	Calendar Week: February 6 7 8 9	March 10 11 12 13	April 14 15 16 17	May 18 19 20 21	June 22 23 24 25	July 26 27
		Project week: 0 1 2 3	4 5 6 7	8 9 10 11	12 13 14 15	16 17 18 19	20 21
Meetings		Kick-off		Mid-Term		Green Light	
Understanding the Present	Desk Research into the actual literature and extrapolating information						
	Preparation of Asyncronous collaboration sessions and 1:1 sessions with single Consortium members						
	Information gathering of the current experiences of the partners						
	Analysis of the results						
	Planning of the collaborative Sessions						
	First generative session with the full consortium about the pre and during covid conditions						
Approaching the future	Analysis of the results			Holyday			
	Planning of the collaborative Sessions						
	Second generative session with the full consortium about possible futures						
	Analysis of the results						
Exploring the future	Create the Vision concept						
	First series of prototypes						
	Testing the experience and the Vision						
Communicating the future	Develop a final prototype						
	Create the Communication of the vision through the prototype						
Looking back into the future	Validate the prototype with the Consortium						
	Finalize the Report						

The project will be structured drawing on the DIVE method developed by Ricardo Mejia during his PhD thesis at TUDelft [1]. Such practical technique consists in the exploration and the communication of speculative futures by designers and small and medium enterprises.
The whole research will be divided in 5 steps:
Understanding the Present - During this first phase I will execute desk research and arrange the first contacts with the consortium members. I will organise 1:1 sessions and asynchronous collaboration on the Miro platform, in order to prepare for the first generative session. Such session will take place with the full consortium and will be aimed at the creation of a clear view of the current state of remote collaboration.
Approaching the future - The second phase will start with the analysis of the first generative session and will create a first set of options of future scenarios. These scenarios will be then used to create the basis for the next session with the consortium, in order for them to evaluate the options and illustrate their point of view.
Exploring the future - During this phase I will use the outcome of the second session to create a final vision of the remote collaboration environment after the pandemic. From this point on there will be a first series of prototypes developed with the collaboration of other designers in a generative session.
Communicating the future- This phase will consist in the development of the final prototype which will be generated to communicate effectively the final vision synthesised during the previous phases.
Looking back into the future - This last phase will be devoted to validate the final prototype with the consortium, gathering their comments and finalising the report.
Reference:
[1]Mejia Sarmiento, J. R. (2018). Vision Concepts for Small- and Medium-Sized Enterprises [Delft University of Technology].

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

One of the reasons I chose the Dfi Master programme at TUDelft was my constant drive to improve my skills in planning and applying the right methodology within my design process. The present graduation project lays its roots on this ambition. What makes me even more passionate towards this challenging research is my strong interest in the possibility to create future visions aimed at technological and societal developments.

Nonetheless, I want to use and improve my ability of connecting different stakeholders that share the same goal and explore in a broad way a different number of topics apparently unrelated. Furthermore, I look forward to learning how to collect both latent and tacit knowledge from the generative sessions, applying the methodologies I learned so far and further deep diving into them.

My main goal is to use this complex and challenging pandemic situation to inspire a positive change within the context of digital collaboration. My hope is to conduct a valuable research, which could benefit not only the Consortium of stakeholders, but everyone that would like to have a sneak pick into a possible brighter future.

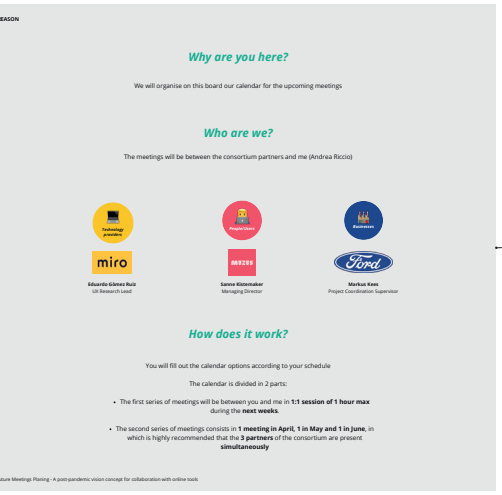
FINAL COMMENTS

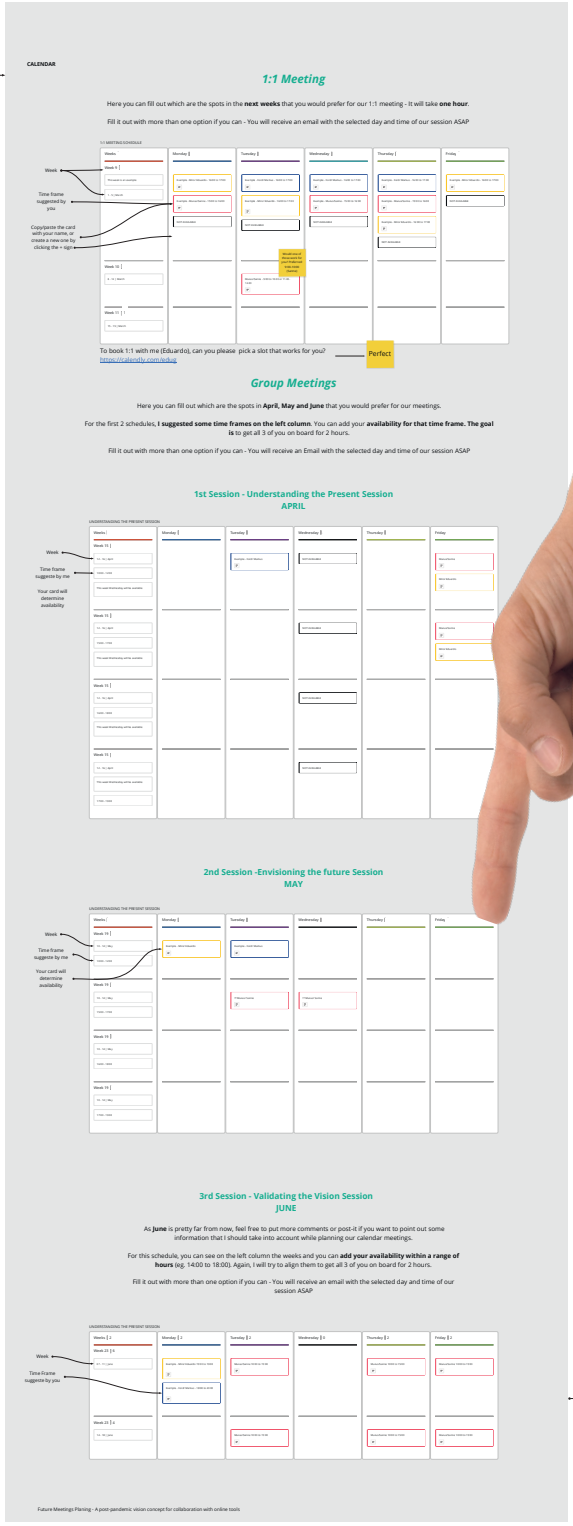
In case your project brief needs final comments, please add any information you think is relevant.

Initials & Name AR Riccio Student number 4945093

Title of Project A post-pandemic vision concept for collaboration with online tools

Consortium Availability Board





APPENDIX B

Interviews

Additional insights from the interview sessions.

They want to learn new technologies, but may misuse them

Learning how to use new technologies is a challenge that requires time, preparation and effort. However, technical issues may arise especially in the beginning phases and some tools may be misused.

"It is becoming better and better, our client and the people we work with are collaborating easier on platforms like miro, it's becoming more natural" - *S.*

After-pandemic consequences on the world and the work will be huge

The pandemic has already drastically changed the way workers act and how the world will be organised. The participants see changes like having remote collaboration as the basic requirement for any job position that allows it and, as such, the normalisation and implementation of blended working. Moreover, there may be societal changes like office real estate and business travel sector substantial downsizing.

"Some of my colleagues changed their mind with this experience, but we are few that want to change the rules of the game. We are sitting on a table playing poker, but it is not poker anymore, we just act as it is, and obviously things don't make sense anymore." - *B.*

Which new norms to manage prolific activities ?

The struggle to balance work and private life, due to a change of context and circumstances, brings up full responsibility to time schedule management and, consequently, an overload of work for some people. Some workers gain the motivation needed to achieve their goals by get support from their peers that do the same activities.

"With the teachers union and the board of directors we agreed and signed the right to disconnect, so we are not forced to be always online and available...but I will tell you, this is not realistic, I should shut down my phone, or have another sim, otherwise you will always look at the messages if they arrive" -B.

We are shifting the energy of physical contact in digital contact

Even if one of the digital environment advantages is the asynchronous collaboration, the synchronous participation to activities is undoubtedly more engaging. Moreover, many workers find it more useful to collaborate in a physical environment for specific tasks.

"In slack I feel in control. I can quickly reach things, but I cannot really connect with people. If you ask me if I feel engaged with this thing, not that much. Synchronous moments would be better, we achieve it in workshop week, hackathon and so on. There, slack is not necessary." - E.

New working landscapes can bring to dangerous conditions

Remote working changed radically the way companies will relate with their employees, with these new conditions there is the need to be aware of that and preserve workers' rights.

"To divide the workers means to make them weaker, for example, what happens now is that when you work home extra time, you don't get it paid, while if you did it at the office it counted like extra hours. " - M.

Good tools means connectivity to people and to things

The digital environment tools already available bring many advantages to the users, in terms of functionalities, accessibility and richness of the experience compared with methods used in the past. The video call is indeed a step forward towards a more interactive experience.

"We used to go into the context and do research there, with user groups you don't know that well. We are using new ways to get to know the context, like vlogging, asking them to do a video of their context, morning routines etc. and it even shows more than when we used to interview them for one hour, and our clients are loving it, because they can see it too " - S.

BEFORE	ACTIVITY	
15min	Check participants' sensitising material	- Know about their job, if there is something relate to remote collaboration - Know how remote collaboration is perceived through different person & occupations - Find the emotional pain points - Find ambicular things - Annotate interesting things to ask for that specific participant in a duplicate of the script - The notetaker will take notes in the duplicate of the script

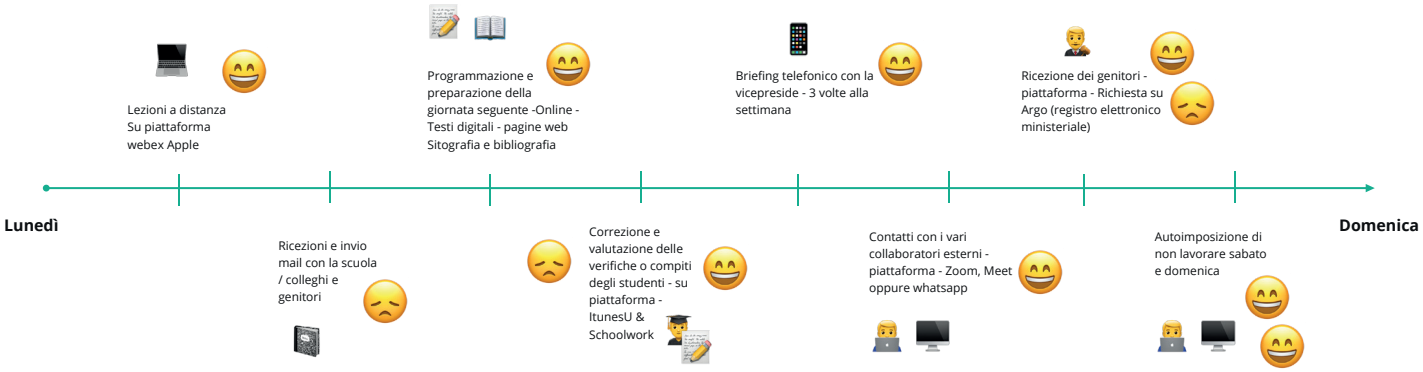
TIME	ACTIVITY	QUESTIONS	NOTE
	Record the interview!!	I will now start recording this interview, is that ok?	
5mins	Introduction	You are the expert. Our goal is to have insights about your experience in working environment	
	- Informed Consent	Read the bulletpoints and ask them to **say "I accept"**	
5mins	Questions?	Do you have some questions for us?	
	- about sensitising material	Did you find something in the sensitising material especially interesting? Did you have difficulties in filling some parts? why?	open sensitising and share
45 mins	Sensitising reference		
	DAY 1 your role	Can you explain better **your role** in your working environment?	
		What do you **enjoy the most** about your role?	
		What do you find **more challenging**?	
	colleagues	Who is this **colleague**?	
		- How do you interact?	
		- Does s/he collaborate with you?	
		- How does s/he collaborate?	
		With whom you work **side by side**? *Who is your partner in crime?*	
		- What does s/he do?	
	DAY 2 timeline	What do you do at this time exactly? **What happens**? *(ask for all the interesting points, e.g. moments in which they might interact with material)*	show the timeline
		How do you **prepare to collaborate with your colleagues**?	
		- What tools/platforms do you use?	show the map
		- What do you do if the platform doesn't work?	
		What are the **objects that you usually interact the most** with? Name top 3.	
		- Where do you find these objects usually?	show the map
		- Did you ever had a problem with them? (e.g. finding them)	
		Do you sometimes use some **tools that are not part of your usual process**?	
		- What kind of tools?	
		- Where do you know them from?	show the map
		- Did you ever had a problem with it? (e.g. licenses/finding them)	
	DAY 3 positive/negative	In the sensitising, you mentioned this positive moment(s). **Why was this a positive moment** for you? *(ask for all of the positive moments)*	show the timeline
		Can you explain better what happened in this negative moment(s)? **Why was this negative for you?** *(ask for all of the positive moments)*	show the timeline
		- why? what would happen if this didn't happen? what would you miss about not doing this?	
		- What would be an **ideal situation** for you?	
	DAY 4 map/organisation	Do you think there is **something irreplaceable** in these spaces?	
		Is there something that **annoys** you from this working space?	
		Do you know how the **other working spaces are** organized generally speaking?	
		- How is it different from how it is done in the working area?	
			show the map
	Collaborate remotely	Did you ever **collaborated remotely** with your colleagues?	
		Was it a **personal choice or is the way your company/organization works?**	
		- If personal: why did you decide to work remotely?	
		- What is the **main advantage of working remotely**?	
		- What is the **main disadvantage of working remotely**?	
		Did you ever **had a problem** with **the tools you used to work remotely?**	
		- If no: Do you know of someone else having problems with them?	
		- Any **problem** appeared when switching from physical to digital?	
		- **What happened?** platform problems? communication problems?	
	DAY 5	**Rate the current remote working experience** from 1 to 10.	
		- What is the thing that works **the best**?	
		- What is the thing that works **the worst**?	
		- How does this **affect your** work?	
		Can you explain more about your **dream remote working experience**?	Show the map/explanation
		How is it **different** from current situation?	
		- What do you think is **missing** during the process?	
5min	Questions?	It was the end of the interview. Are some **questions you would like to ask me?**	
		Are there some more things that didn't come out during the interview?	
	Thank you and bye		

12 Question s cript using during the interviews

Come funziona la tua settimana collaborando a lavoro?

Puoi anche disegnarlo su carta e fare una foto

Cosa succede in media in una settimana di lavoro?
Scrivi le cose principali che fai durante la settimana, dal momento in cui inizi a lavorare e connetterti con i tuoi colleghi al momento in cui la settimana finisce, e ci si prepara alla prossima. Cerca di focalizzarti sugli strumenti che usi.



Example of Sensitising board used with an italian interviewee

For a complete overview of the sentisiting board used check this link:

https://miro.com/app/board/o9J_lPb1hb8=/

Online Survey

Additional insights from the Online survey.

Q: Have your organisational skills improved or worsened while working from home? Please share your experience

72% stated that their organisational skills improved since working remotely

The high demand of self-managing the workload at home led to the need of improving the way tasks and time are handled, as, perhaps surprisingly, many found the amount of work increased since the pandemic due to higher number of meetings and planning activities.

"Improved. The need for a structured schedule becomes more relevant when staying at home most of the time. At the same time, I felt the workload increased substantially due to higher frequency of meetings, thus good organisation and time management is really key." - Participant 14

Q: What has changed in your relationship with your colleagues while collaborating remotely?

59% found their relationship with colleagues worsened

The general quality of the relationships worsened and the communication diminished, becoming more work oriented, without being as efficient and clear as it was before. Overall this created a perception of disconnection and distance between colleagues.

" I hardly know what they are working on + I have never met most of the new colleagues + Asking for feedback doesn't come natural (and I think my work gets worse because of this)" -Participant 42

To see the entire Survey check this link:

https://docs.google.com/forms/d/e/1FAIpQLSc69r1fwCywx9BijPO020U2PQzsO0aGF4HCiAh5d-hc5O3s7A/viewform?fbzx=2404351414024821593

Survey questions

Have you moved to a country due to the new working from home arrangements? *

- Yes
- No
- Other...

Have you ever collaborated remotely before COVID-19? *

- Yes
- No
- Sometimes

Have you collaborated remotely during COVID-19? *

- Yes
- No
- Sometimes

What are the tools that you use more often for online/virtual collaboration?

- [ ] Digital whiteboards (Miro, Mural, Canva etc.)
- [ ] Video-Call apps (Zoom, Skype, Teams etc.)
- [ ] Messaging apps (Slack, Teams, etc.)
- [ ] Document sharing apps (Google Drive, Microsof...
- [ ] Database sharing apps (Notion, Google Drive, et...
- [ ] Video-Conference apps (Remo, Veertly, etc.)
- [ ] Task management apps (Trello, Notion, etc.)
- [ ] Other...

Section 3 of 3

Your Remote Collaboration Experience

Description (optional)

Have your organisational skills improved or worsened while working from home? Please share your experience

Long-answer text

What are the biggest changes about the workplace you use while working remotely (facilities, furnitures, location, vibe etc.) ? what is positive and what is negative about it ?

Long-answer text

How do you manage your working hours while working from home? Do you make use of any software to manage your tasks and workload?

Long-answer text

What has changed in your relationship with your colleagues while collaborating remotely?

Long-answer text

What has changed in your relationship with your supervisor while collaborating remotely?

Long-answer text

What has changed in your relationship with your clients while collaborating remotely?

Long-answer text

What are the aspects that you miss the most from working in the office?

Long-answer text

What are, according to your personal experience, the advantages of collaborating remotely with your team or colleagues? Please list them below.

Long-answer text

Please also list the disadvantages, according to your personal experience:

Long-answer text

Did you noticed any difference in your relationship with your company since when you started working remotely?

Long-answer text

Please leave your contact information (email or number), if you are available for follow-up questions or additional information. All answers will remain anonymous and respecting the European regulation on privacy and handling of data (GDPR).

Short-answer text

APPENDIX C

Generative Session

Additional insights from the Generative session with the consortium.

Fun and connection to create bonds and memories

The need for bonding and connection seems to be strongly related with the personal space and the shared experiences that can also happen online. However, the remote setting (and, therefore, lacking the full perception of in-person presence) seems to limit the creation of memories.

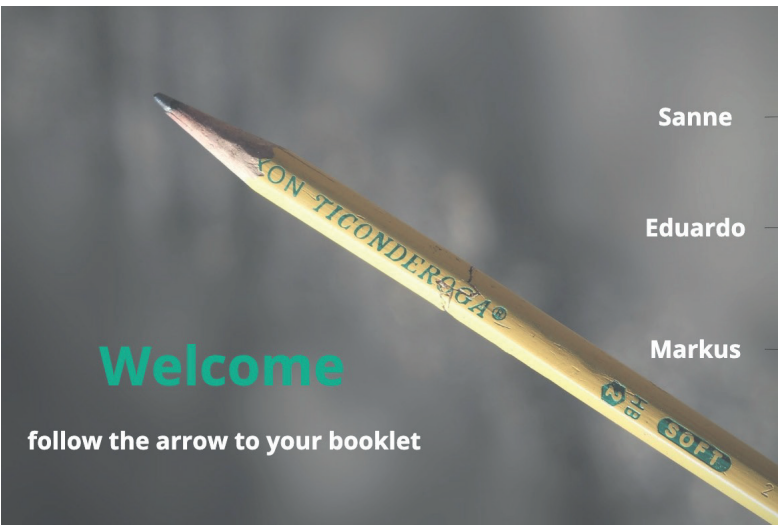
"So, the two senses that we have online are limited. But I still think we do make some memories, especially when there is space for vulnerability. And yeah, that is something that goes deeper than just words or doing work." E.

Starting a new working experience needs efficiency and welcoming feelings

Whenever a new employee will join a company now or in the future, the need is to keep the on-boarding experience functional and efficient. This practice is very well-done in an online environment with structured instructions and guidance, however, a good start comes from the right perception of the office vibes and the connections with the colleagues.

"[...] and that's the biggest difference now that this whole buddy system is more formal, because when you have an online buddy it's more about how you can open stuff on the server and how do you work together and it's less about how lunch works and how we eat together with the other in-house companies. So I think it's more functional now. It used to be also more informal and more about unspoken rules I think, which is different." - S.

Sensitising booklet board



Team Collaboration
Sensitising Booklet

Introduction

Welcome

Thank you for participating.
Your information will stay anonymous and only be used for the research purpose.

The Booklet

This small group of exercises is meant to let you explore the topic of collaboration for the upcoming session of the 16th of April.

Moreover, you will find some insights gained so far during the first phase of the research.

Instructions

The booklet contains 4 small exercises for 4 days. To complete this booklet, please fill in one exercise for each day.
You can fill it digitally or by drawing and writing and taking a picture to insert the content on the board.

Imagine this booklet as a team assignment, so everyone is doing it for the common goal of exploring the context of collaboration.

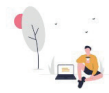
Regarding the daily tasks, keep in mind that would be best if they are done on a daily base, in order to achieve a better result.

Feel free to go around the board and see what your teammates did in the previous days.

Main Consequences of Pandemic on Remote Working experience

Increased sense of **responsibility**

1# Self-managed time schedule


2# Working environment selection

3# Boundless working time

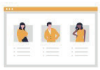
4# Colleagues hierarchy flattening

Evolved **connection** with the team

5# Missing feeling of working together

6# Disappearance of the little interactions

7# Fruitful engagement with colleagues worldwide


8# Missed connection with the company identity

These are the aspects I'm focusing on in this phase of the resear

Wednesday

Day 3 - To collaborate means relating with other people

You have to collaborate with many different people. Some of them are a great fit, can you explain why ?

Who are 3 great collaborators you have ?

- Muzus Partner (and sister)
- My junior colleague
- MT member

Why do you think you collaborate so well?

Because he/she ...

We work together for 14 years, we are sisters, we know everything about eachother, we share the same values, we know our flows and pitfalls, we can fight and cuddle, we have the same goal.

Because he/she ...

She does her job amazing, she is responsible, inventive, neat, pragmatic and analytical and informs me at the right moments. Teamplayer and invidual worker. Just great.

Because he/she ...

She has the craziest ideas, but because it is so different from mine, we increase the quality of each others ideas and the greatest things are being designed, thought of, new projects, etc. It is fun, and leads to interesting and exciting output.

Thursday

Day 4 - Highs and lows of Collaboration

Point out at least one moment recently when you had a good collaboration with your peers and one when things were a little less good.

Describe 2 recent moments when you experienced a nice or an ineffective collaboration

I had a nice collaboration moment because...

Great brainstorm about two new projects that we were writing a proposal for. New ideas, methods, frameworks come to the table. We handed in two great proposals with refreshing and inspiring ideas. Even if we won't get the quotes, we will make use of these ideas. Brainstorming with likeminded at the early stage of a project is a great start and offspring for new ideas.

The collaboration was not going well because...

Collaboration with one of my colleagues is not going very well. The problem is in the lack of communication. Doesn't update the team, no one knows the status exactly. Difficult to manage a project like that, unsecure about the quality of the results. Too little feedback from the others. This doesn't work and lowers the quality of the results.

Monday

Day 1 - Convivial moment of collaboration

How does convivial moments contribute to team collaboration?

Do you remember a coffee break with some colleagues?
How did that influence your team collaboration ?

It makes me think about... Type or draw something

It's useful to combine chit chat with quick work related questions. It also takes a lot of time, so without it, I'm more efficient. When people started working at the office again for a few days, I was more distracted, but also more inspired.

Imagine yourself in the office having lunch with your colleagues.
How does it influence your team collaboration ?

It makes me think about... Type or draw something

More understanding, better relation, knowing more about the context of the person, understanding certain reactions better.

What about that time when you had a nice dinner or party with your team.
How do you think it influences your team collaboration ?

It makes me think about... Type or draw something

Shared experiences (fun) helps collaboration in a great way. Reflecting on it also. Online experiences don't make memories, real life experiences do. Oil for smooth collaboration.

Have you ever shared a meal with someone of your team outside your working environment? Did you ever meet your colleagues' families?
How did this influence your team collaboration ?

It makes me think about... Type or draw something

I work together with my sister and friends. And my team of designers. It is definitely a difference. Meeting family of colleagues help in understanding them better. We are a small and informal team, so we used to meet eachother's friends/partner/family often. And it benefits the work relationship.

Tuesday

Day 2 - Why collaborating is important?

Why do you think collaborating is important while working on a project with a team ?

Collaboration for me is not only between colleagues, but also between us as a company and our clients.

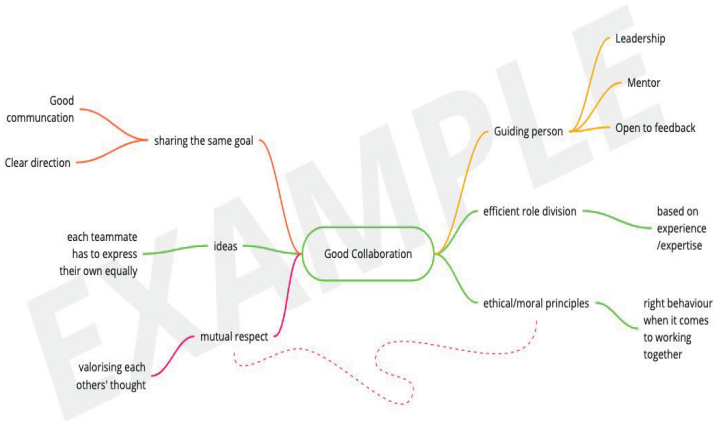
What are 3 goals that you achieved because of a powerful collaboration?

1. Together you can reach a higher level of quality. Diverse teams help in that.
2. Having fun, enthusiasm, doing great work. Being proud of the results as a team.
3. Performing as a team and not as individuals.

Day 2 - Foster good Collaboration

Based on your experience, which do you think are the most important aspects for a good collaboration with your team?

For me, good collaboration is...



EXAMPLE

Feel free to add connections and elements as much as you like.

Generative session board

Explore the future of Remote Collaboration

Eduardo

Sanne

Markus

Eduardo

Sanne

Markus

Convivial moments

Shared experiences (fun) helps collaboration in a great way. Reflecting on it also, **Online experiences don't make memories, real life experiences do**. Oil for smooth collaboration.

Several times bonding also **friendships between colleagues**. Understand their needs and supports collaboration with a **higher trust level**.

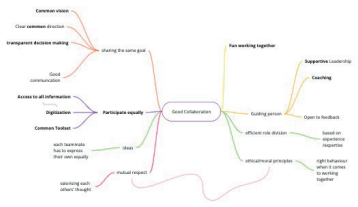
10 minutes

Good Collaboration

Eduardo

Sanne

Markus

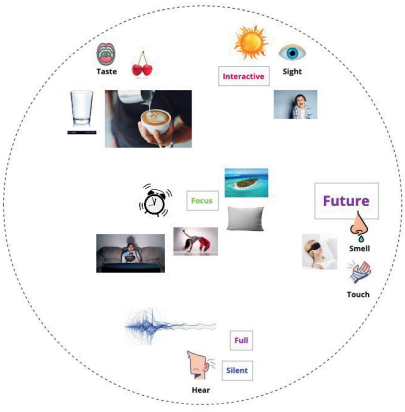


Great brainstorm about two new projects that we were writing a proposal for. New ideas, methods, frameworks come to the table. We handled in two great proposals with refreshing and inspiring ideas. Even if we won't get the quotes, we will make use of these ideas. **Brainstorming with likeminded** at the early stage of a project is a great start and offspring for new ideas.

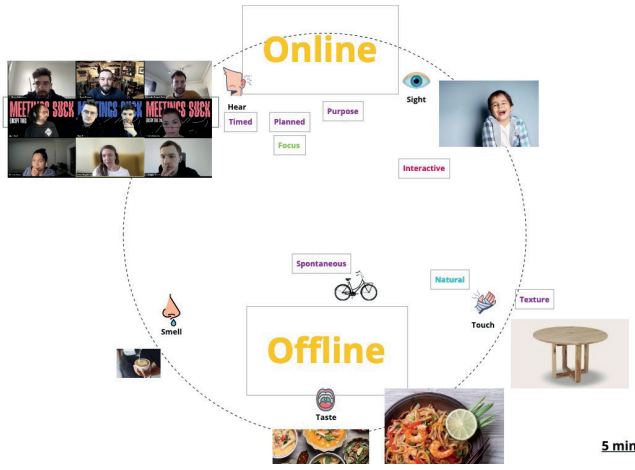
Collaboration with one of my colleagues is not going very well. The problem is in the **lack of communication.** Doesn't update the team, **no one knows the status exactly**. Difficult to manage a project like that, unsecure about the quality of the results. **Too little feedback** from the others. This doesn't work and lowers the quality of the results.

10 minutes

Emotional Toolkit

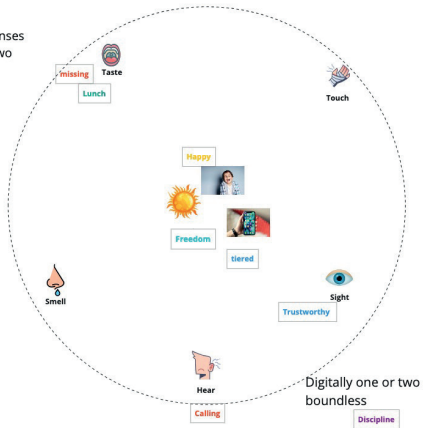


5 minutes



5 minutes

Physically all senses
with focus on two

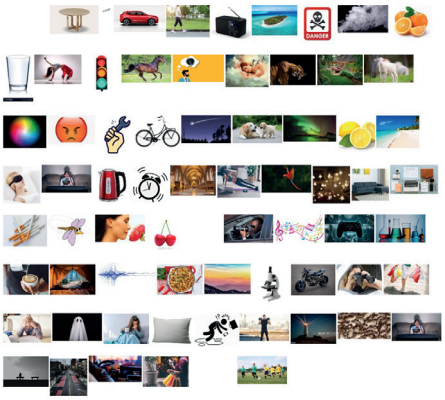


Digitally one or two
boundless

5 minutes

Use other words if needed

Use other images if needed



Cognitive Toolkit

The working life we expected to continue

World has no idea
of pandemic consequences

Strong in-office culture. Only
managers and few employees
are allowed to work remotely

Remote working is mainly
prerogative of self-employees

Economy is mainly
stable in Europe

Co-working spaces are popping
up in big cities

Cloud based tools are becoming normal
in big companies but not in small ones

Context Factors

The new normality of working.

Travels are still limited

Workers are allowed again
to work in office

Online team collaboration
is a growing trend

Economy is recovering
from a general crisis

Augmented and Virtual Reality
are quickly diffusing

New platforms for online
meeting arise

A bright future of collaborating

Mobility changed with
Autonomous driving systems
and hyper-fast trains

AI become a valid assistant
that can replace humans on
different tasks

Mixed in-office and remote
work is a normal practice

Working become more fluid
and is easy to get a job from companies
located fully in digital environments

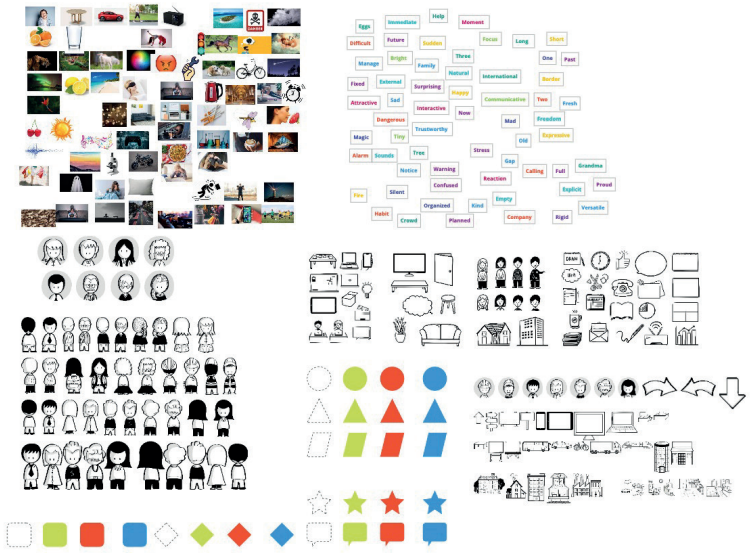
Retail is based on
integrated physical and digital
experiences

Co-Living and Co-working
spaces are widely used

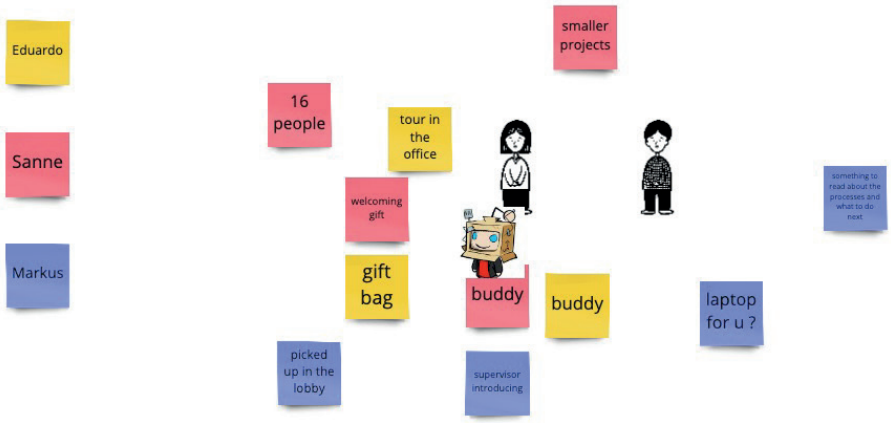
AR and VR technologies are
used on a daily bases

Humanoid Robots can be used
remotely on many physical
tasks

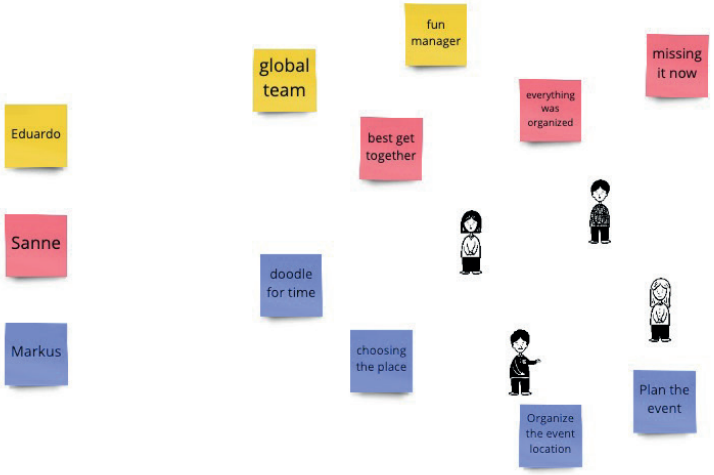
Context Factors



You are introducing a new colleague to your company



You are organising a get together for your colleagues



Future Context Generation

90. BIG COMPANIES LIKE AMAZON ARE POINTING TO IN PERSON RELATIONSHIPS RENTING NEW SPACES FOR IN OFFICE WORK

84. MORE THAN HALF THE WORKFORCE HAS LITTLE OR NO OPPORTUNITY FOR REMOTE WORKING

https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries

83. REMOTE WORKING WILL ACCENTUATE INEQUALITIES AT A SOCIETAL LEVEL. LOW INCOME CLASS WILL STAY BEHIND

https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries

65. FUTURE REMOTE COLLEAGUES WILL HAVE TO MANAGE THE DIFFERENT TIMEZONES.

57. BY 2030 A HIGH NUMBER OF WORKERS WILL HAVE TO COLLABORATE WITH COLLEAGUES IN REMOTE WHILE THEIR ARE IN OFFICE AND VICE VERSA

57. BY 2030 A HIGH NUMBER OF WORKERS WILL HAVE TO COLLABORATE WITH COLLEAGUES IN REMOTE WHILE THEY ARE IN OFFICE AND VICE VERSA

52. Nearly two in three office workers (64%) would rather go back to their daily commute than continue sorting the deluge of emails and Slack or Teams messages.

47. In 2030, we'll be working 15 - 20 hours a week

23. WORKERS WOULD LIKELY BE ABLE TO SENSE IF COLLEAGUES ARE NERVOUS OR UPSET BY 2030

18. WORLD HUMAN POPULATION WILL GROW TO 8.5 BILLION BY 2030

10. HIGH NUMBER OF WORKERS WILL APPLY BOTH WORKING FROM HOME AND WORKING FROM AN OFFIVCE

8. SERVICES FOR REMOTE WORKERS ASSISTANCE REGARDING PAYMENTS AND INSURANCE WILL BECOME COMMON

7. COMPANY THAT WILL OFFER FULL REMOTE CONTRACTS WILL TRIPLE BY 2030

3. REMOTE WORKERS NUMBER WILL KEEP GROWING AFTER THE PANDEMIC

https://www.upwork.com/press/releases/third-annual-future-workforce-report

89 REMOTE WORKING HELP ACQUISITION OF TALENTED EMPLOYEES FROM ALL OVER THE WORLD.

McKinsey Report

85. Hybrid models of remote work are likely to persist in the wake of the pandemic, mostly for a highly educated, well-paid minority of the workforce.

McKinsey Report

82. GENERATIVE AND CREATIVE TASKS MAY BE PART OF THE AI POSSIBILITIES BY 2030, AFFECTING JOBS LIKE GRAPHIC DESIGNERS AND MUSICIANS

https://aiindex.stanford.edu/wp-content/uploads/2021/03/2021-AI-Index-Report_Master.pdf?fbclid=IwAR0jqcrQOFAMGKOLBLWDZR-8NWg-300U9Pvv8MuMtZYszX1UdhUl9lAjEsw

80. SOCIAL MEDIA PLATFORM LIKE FACEBOOK, TWITTER OR REDDIT ARE USED TO COORDINATE COMMUNITIES COLLABORATIVE ACTIONS ON LARGE SCALE

https://www.sciencedirect.com/science/article/pii/S0740624X14000847

79. BY 2030 HIGH FIDELITY VR SYNCHRONOUS COLLABORATION WILL BE POSSIBLE DUE TO TRACKING TECHNOLOGIES AND REAL TIME RENDERING IN INDUSTRIAL FIELDS APPLICATIONS

https://www.sciencedirect.com/science/article/pii/S0736584514000738

78. BY 2030 MANY HR DEPARTMENT WILL RELAY ON EMPLOYEES MATCH MAKING PLATFORM TO SELECT AND HIRE NEW EMPLOYEES

77. THE NUMBER OF UNEMPLOYED WILL GROW CONSIDERABLY DUE TO THE HIGH NUMBER OF AUTOMATION THAT WILL REPLACE ACTUAL JOBS

76. WITH THE FAST GROWING ECONOMIES FROM DEVELOPING COUNTRIES THE JOBS DISPERSION AND JOB MARKET WILL CHANGE CONSIDERABLY

75. BY 2030 STARLINK AND SIMILAR INFRASTRUCTURE WILL ALLOW WORLDWIDE HIGH SPEED INTERNET COVERAGE.

https://www.starlink.com

74. BY 2030 3D PRINTING BECOME A DIFFUSED WAY TO PRODUCE PRODUCTS AND PART, COVERING UP TO 5% OF CONSUMER PRODUCTS WORLDWIDE.

https://medium.com/predict/how-will-the-world-look-like-in-2030-cb4b3c2a40c8

73. ARTIFICIAL INTELLIGENCE WILL ASSIST HUMAN TASKS BY 2030 IN MANY NOTE KEEPING OR GUIDING ACTIVITIES

72. THE ROBOTIC TECHNOLOGICAL ADVANCEMENT WILL CREATE A DIFFERENT RANGE OF POSSIBILITIES WHILE WORKING FROM A REMOTE CONTEXT - LAB WORKING, LOGISTIC AND PHYSICAL ACTIVITIES

71. CRYPTOCURRENCY WILL BECOME A RECOGNISED PAYMENT MEDIUM FOR DIFFERENT ACTIVITIES AND GOODS, LIKE CAR AND SALARY

70. NEW PLACES OF COLLABORATION COULD BE PHYSICALLY-CENTRED TRYING TO SPIKE THE IN PERSON INTERACTIONS

69. PEOPLE ARE USING MORE EASILY AUGMENTED REALITY TECHNOLOGY WITH THEIR SMARTPHONES - COMING FROM THE GAMES WORLD (MINECRAFT, POKEMON GO ETC.)

44. FUTURE WORKERS WILL FACE THE CHALLENGE OF LONELINESS IF EMPLOYED IN FULLY REMOTE ENVIRONMENTS

36. EMPLOYEES SCHEDULE IN REMOTE ENVIRONMENT IS BINDED WITH HIGH NUMBER OF MEETINGS AND FEW FREE TIME OR OPEN SCHEDULE TIMES.

32. REAL ESTATE SECTOR WILL HAVE TO CHANGE THE OFFICE RENTAL TO DIFFERENT MARKETS

26. BY 2030 TEMPERATURE TECH WILL BE COMMONLY USED TO PERCEIVE AMBIENT TEMPERATURE ON YOUR BODY OR FEEL SIMILAR DIFFERENT INTERACTIONS

25. BY 2030 SOME BRAIN TECHNOLOGIES WILL BE AVAILABLE TO USE HELPING IMPAIRED PEOPLE OR ENHANCING COMMUNICATION AND REQUEST THAT REQUIRES ONLY BRAIN POWER

24. BY 2030 DIGITAL SMELL TECHNOLOGIES WILL BE AVAILABLE TO USE FOR CONVEYING PRODUCT FEELING OR SENSING BAD SMELL AS ALARM FACTORS

20. TACTILE TECHNOLOGIES WILL ALLOW MORE ENGAGING EXPERIENCES WITHIN DIFFUSED DEVICES LIKE SMARTPHONE BY 2030

19. SPATIAL VIDEO SERVICES WILL BE THE NORM BY 2030

16. THE DIGITALISED OFFICES WILL REDUCE THE ENVIRONMENTAL IMPACT OF COMPANIES

13. BY 2030 THE RETAIL EXPERIENCE MAY BE SHIFTED TO A DEMATERIALISED DIGITAL ONE

12. BY 2030 THE DEMATERIALISED OFFICE MAY BE A NORMALITY FOR MOST OF THE WORKERS

9. EMPLOYEES WILL MOVE FROM WORKING ON A COMPUTER TO WORK ON A MIXED LAPTOP / VIRTUAL REALITY ENVIRONMENT

2. INNOVATION WILL BE DIRECTED TO REDUCE TO ZERO ALL THE PROBLEMS

2. INNOVATION WILL BE DIRECTED TO REDUCE TO ZERO ALL THE PROBLEMS

88. REMOTE WORKING ALLOW EMPLOYEES TO BE CLOSER TO THEIR FAMILIES

87. When developing trust (especially early on in a relationship) or discussing sensitive work-related issues, such as promotions, pay, and performance, face-to-face is preferred.

https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-postpandemic-workforce

86. In person is where trust-based relationships develop and deepen, and where serendipitous conversations and connections can occur.

https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-postpandemic-workforce

81. THE BIGGEST BENEFIT TO WORKING REMOTELY IS THE ABILITY TO HAVE A FLEXIBLE SCHEDULE

https://buffer.com/resources/state-remote-work-2018/#satisfied

68. INTERNATIONAL COLLABORATION BETWEEN SCIENTIFIC RESEARCHERS INFLATES DUE TO THE NETWORK EFFECT

https://www.leydesdorff.net/cswagner07/

66. The fusion of work and private life can be challenging for
employees as well as leaders

64. Spontaneous interactions facilitate frequent exchanges of help and useful information, and that awareness of ongoing activity creates shared knowledge and provides a key context for the interactions that occur.

63. WORKERS TEND TO WALK AROUND THEIR COLLEAGUES DESKS ALSO TO CHECK RANDOMLY WHAT THEY ARE DOING

61. Data suggest that creating collisions—chance encounters and unplanned interactions between knowledge workers, both inside and outside the organization— improves performance.

55. REMOTE ENVIRONMENT CREATES A HIGH NUMBER OF VIRTUAL MEETINGS AND THEREFORE VIRTUAL MEETING FATIGUE

https://sloanreview.mit.edu/article/how-to-combat-virtual-meeting-fatigue/

54. HAVING FUN IS A POWERFUL ELEMENT TO CREATE BONDS

50. DURING VIRTUAL MEETINGS OR CALL HAVING SOME FIDGET TOY NEARBY KEEP THE HANDS BUSY AND AVOID MULTITASK WHILE ENABLING FOCUSING

48. PEOPLE WHO WORK LESS ARE MORE SATISFIED WITH THEIR LIVES.

43. EMPLOYEES RESPONSIBILITY CREATE POSITIVE EFFECT ON THAT PERSON EFFICIENCY AND FEELINGS

40. HUMANS PREFER SOME TASKS OR ACTIVITIES TO BE PERFORMED IN PERSON

39. HUMANS PREFER SYNCHRONOUS COLLABORATION ACTIVITIES OVER ASYNCHRONOUS ONES

38. TO CONNECT WITH PEERS BRING MOTIVATION UP

35. COMMUNICATION IN REMOTE LACKS OF EMOTIONS

33. REMOTE COLLABORATION EMPOWER A BROADENING OF EMPLOYEES NETWORK

31. COMPANY TO EMPLOYEES RELATIONSHIP NEEDS A MORE CARED APPROACH IN A DIGITAL ENVIRONMENT

30. TEAM TRANSITION TO REMOTE ENVIRONMENT CHANGE THEIR RELATIONSHIPS

29. HUMANS ARE RELUCTANT TO CHANGE

11. HUMANS NEED EMPATHY TO FEEL UNDERSTOOD BY THE PEOPLE THAT SURROUND THEM

5. EMPLOYEES WANT FREEDOM OF CHOICE OF THEIR WORKING SCHEDULE

4. EMPLOYEES WANT FREEDOM OF CHOICE OF THEIR WORKING ENVIRONMENT

1. CALM TECHNOLOGIES IMPROVE HUMAN CONDITIONS

67. COLLABORATION IS THE PROCESS OF TWO OR MORE PEOPLE, ENTITIES OR ORGANIZATIONS WORKING TOGETHER TO COMPLETE A TASK OR ACHIEVE A GOAL

WIKIPEDIA

62. Collaboration is grounded in human interaction and relationships.

CISCO RESEARCH
https://www.forbes.com/sites/skollworldforum/2013/04/09/why-personal-interaction-drives-innovation-and-collaboration/

60. DIGITAL COMMUNICATION CAN'T REPLACE FACE-TO-FACE INTERACTION AND MAY BE ENHANCED BY IT
(ALLEN'S CURVE)

59. The placement of and access to the technologies, as well as their integration into the ongoing organisations of work life, is critical to the use and success of any media space.

MEDIA SPACES: A TECHNOLOGICALLY CREATED ENVIRONMENT, EMERGED FROM A COCNERN FOR BOTH THE SOCIAL AND TECHNICAL PRACTICES OF COLLABORATIVE WORK AND FROM AN EFFORT TO SUPPORT THOSE PRACTICES

https://www.lri.fr/~mbl/ENS/CSCW/2013/papers/Bly-mediaspaces-CACM93.pdf

58. TECHNOLOGIES SUPPORT THE CREATION AND PRESERVATION OF A PHYSICALLY DISPERSED COMMUNITY

https://www.lri.fr/~mbl/ENS/CSCW/2013/papers/Bly-mediaspaces-CACM93.pdf

53. MEMORIES ARE LINKED WITH EMOTIONS AND SENSES EXPERIENCE

52. SHOWING PERSONAL SPACES OPEN ROOM FOR REAL AND PERSONAL RELATIONSHIPS

51. HUMAN SENSE OF SMELL IS TIED TO THE EMOTIONAL AND MEMORY CENTER OF THE BRAIN AND CAN POSITIVELY IMPACT THE WORKING EXPERIENCE

49. WORK IN A ROOM WITH NATURAL LIGHT IMPROVE MOOD AND OVERALL PRODUCTIVITY

45. COMPANIES HAVE THE POWER TO TAKE ADVANTAGE OF THE REMOTE WORKING CONDITIONS TO UNDERMINE SOME ESSENTIAL WORKERS BENEFITS ACQUIRED OVER TIME

42. VIDEO CALLS ARE POWERFUL INTERACTIVE EXPERIENCES

41. NEW TECHNOLOGIES ADVANTAGES ARE NEW FUNCTIONALITIES, ACCESSIBILITY AND RICHNESS OF EXPERIENCE.

37. EMPLOYEES STRUGGLE IN BALANCING WORK AND LIFE WHEN REMOTELY WORKING

34. REMOTE OFFICES MADE DISAPPEAR THE SMALL INTERACTIONS BETWEEN COLLEAGUES

28. NEW TECHNOLOGIES ARE SUSCEPTIBLE TO ISSUES AND MISUSE AT THE BEGINNING OF THEIR USE

27. ADVANTAGES OF NEW TECHNOLOGIES FACE THE DRAWBACK OF TIME NEEDED TO LEARN AND ADAPT

22. IT SECURITY IS RANKES FIRST CONCERN FOR BOTH CONSUMER AND ENTERPRISE USE OF NEW TECH

21. PRIVACY IS RANKES AS THE SECOND MOST IMPORTANT BARRIER FOR BOTH CONSUMER AND ENTERPRISE USE OF NEW TECH

17. ENVIRONMENT KEEP TO BE AT THE CENTER OF THE SOCIETAL DISCUSSION DUE TO CLIMATE CHANGE

15. SECURITY AND PRIVACY ARE MAIN CONCERNS OF DIGITAL DEVICE USERS

14. LEADERS' ROLE IS TO KEEP THE TEAM ALIGNED AND POSITIVE OTHER THEN EFFICIENT

6. BUSINESS WILL NEED TO GROW AND ADAPT TO THE ECONOMICAL SURROUNDING CONDITIONS

New table

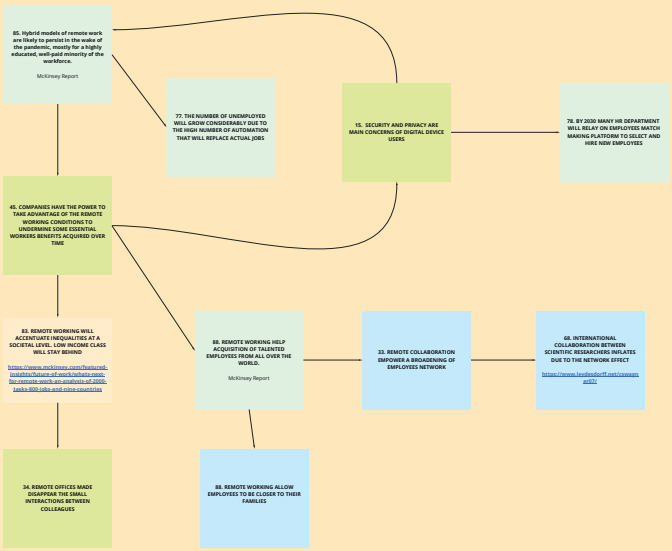
1. Remote working inflating inequalities

TITLE

By 2030, companies will have moved to a more common use of remote workforce, but this will produce a spike in inequalities among the workers. High class well paid minority will acquire most of the benefits while low income, low educated will lose their jobs, due to automation, and find difficulties to be repurposed. Moreover, companies and workers concern about security and privacy will create an even higher disequilibrium among the different social classes. Even more accentuated thanks to the new match making HR platforms, the difficulties for workers with low education and low experience or connection will. be to find a job.

With the acquisition of talented people all around the world there will be a broadening of the single employees network that can create more international collaborations. The new connection technologies will also bring people to be closer to their families wherever they are while continuing working.

The disappearance of small interaction however may create a more loneliness feeling and psychological consequence on the workers



New table

4. Scarce online experience forcing in person workforce

By 2030, after a surge of distributed and remote working hype, workers will try to return to an in office job due to the high stressful environment created by the meetings and chat communication and the loneliness of working alone and feeling disconnected.

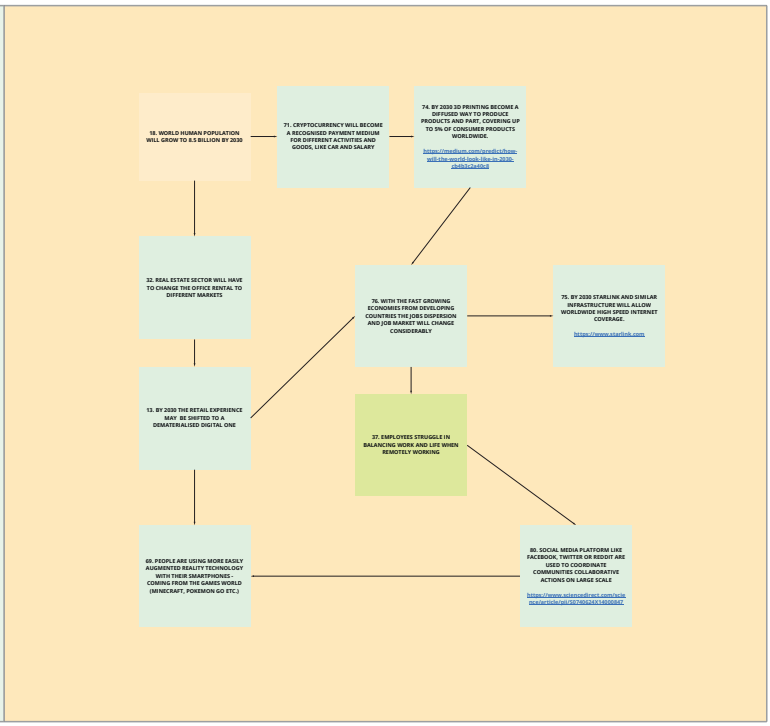
This is also due to security issues faced by connecting technologies, that allow employees to check each others activities while working from home. This will create more difficulty into facilitating this transition.

Moreover the technological development and investment needed by companies to allow a proper remote experience and the additional costs for an hybrid solution will hold them back.

New table

7. The office in your pocket while always connected

By 2030 the world population will grow to as much as 8.5 B people and this will increase the change of economy in many countries. The use of cryptocurrencies will create a different way people exchange goods and work, thanks to the democratisation of some production technologies such as 3d printing and the dematerialisation of retail spaces, new digital jobs will appear, such as digital shopping assistant and similar.
The platform on which this new markets will move will be the mobile phone, keeping people always available for working, and consequently there will be a big struggle in the work-life balance for untrained workers.



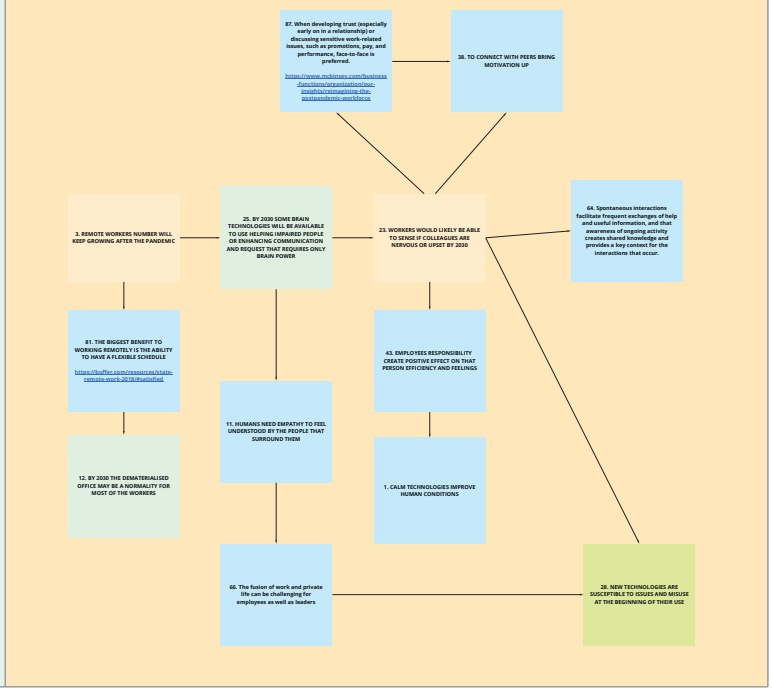
New table

8. Deep emphatic connection and interaction with colleagues

By 2030, new technologies involving biometric feedbacks and brainwaves signal detection will allow the big number of workers from distance to perceive their colleagues status.

With the dematerialisation of the office and the flexible schedules, the connection within colleagues will need a deeper and more empathic understanding of each others.
New technologies will give collaborators all the tools to take care of each others and of themselves, fostering spontaneous interactions and apparatus to improve workers conditions using calming technology.

However, the deep connection within the different employees may lead to misuse of the technologies and problems among the different colleagues.

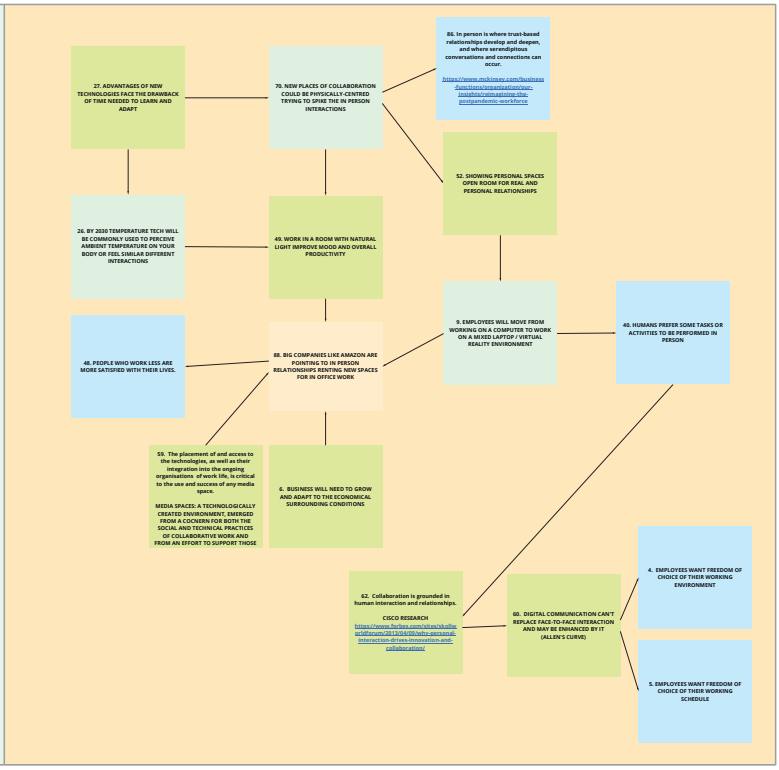


6. Personalized and enhanced in-office working experience

To avoid the remote working disadvantages the in office working environment will be selected by more workers and offered by more companies. It will offer less working hours and better environment conditions, but keep using some of the technologies available in the distributed collaboration context to enhance global communication.

The in person collaboration practices will be enhanced and integrated with new technologies that facilitates them. However, in order to retain talent within the office life there will be a big change in the organizational process, allowing employees to select their environment and their schedule.

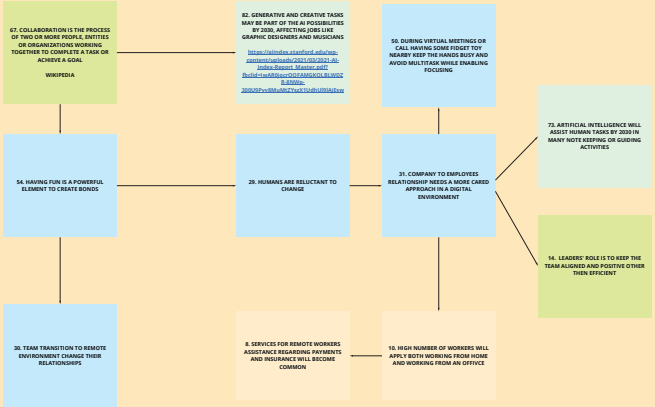
Story



2. Distant and local collaboration enhanced through AI and company care

By 2030 workers need to take more care of their relationships with colleagues in a distributed collaboration environment and even if it is difficult to adapt to new situation companies will offer help for that, with more assistance(in healthcare or infrastructures and services payments), enhancing the collaboration with new tools. Team leaders and AI may assist this functions or even create personalised content and help in achieving also a better quality in creative works.

Story

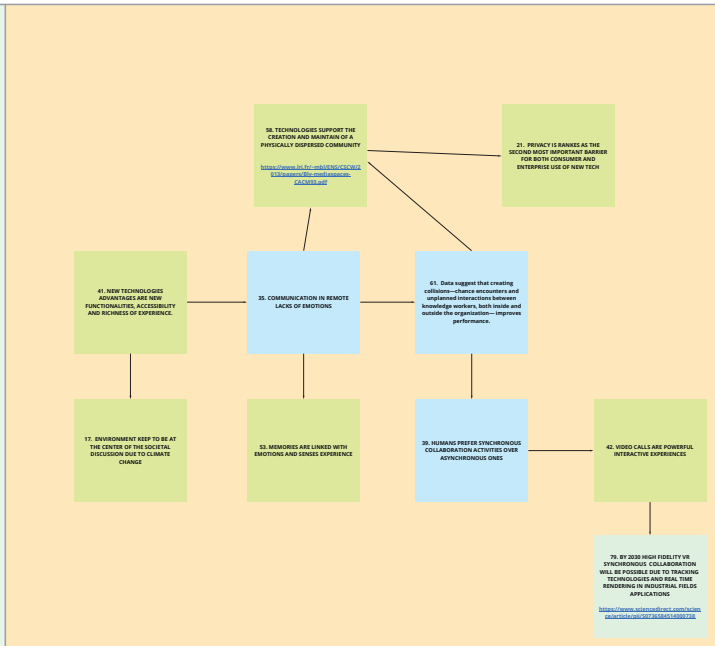


New table

3. Emotional distributed collaboration while helping the environment

In the future working context, in order to create a more fulfilling working experience, distributed working teams will focus on creating emotional experiences with colleagues trying to get to the office at least some days a week or trying to be present in a company hub close to their house.
Moreover, the use of new technology will help to improve the emotional experiences thanks to multi-sensorial tech, enhancing creation of memories.

The impact over the environment of this technologies and their additional functionalities will facilitate the collaboration on different tasks and create a strong connection between the colleagues. However the privacy issues will be a barrier to achieve a smooth and completely fulfilling experience.

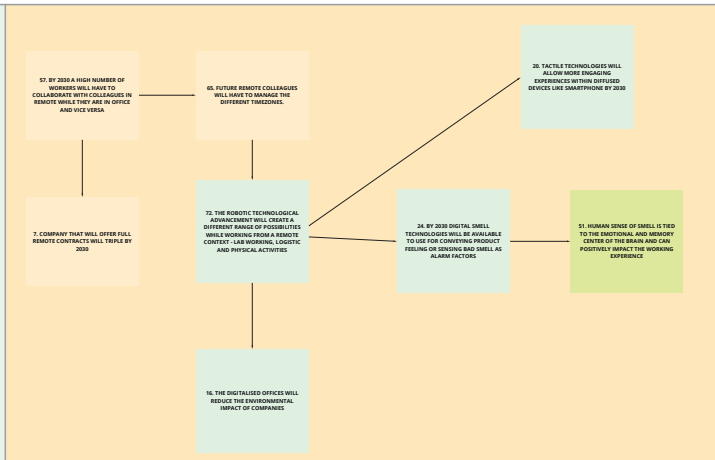


New table

5. Fully remote control over physical applications

By 2030 a new category of company will shift to distributed teams due to technologies that allow also physical activities, like laboratory experiments, to be performed remotely. Due to this change the facility and their social impact will diminish and the new technologies will be also used to connect and create multi sensorial experiences for colleagues all around the world.

Nevertheless, due to the full remote experience, difficulties in managing time zones and collaboration will arise, a more complex and structured organization will be required in order to keep the productivity of the employees high.



STATEMENT

Design goal: I want employees to be able to connect empathetically and spontaneously with their colleagues while in an hybrid office environment.

Mechanism

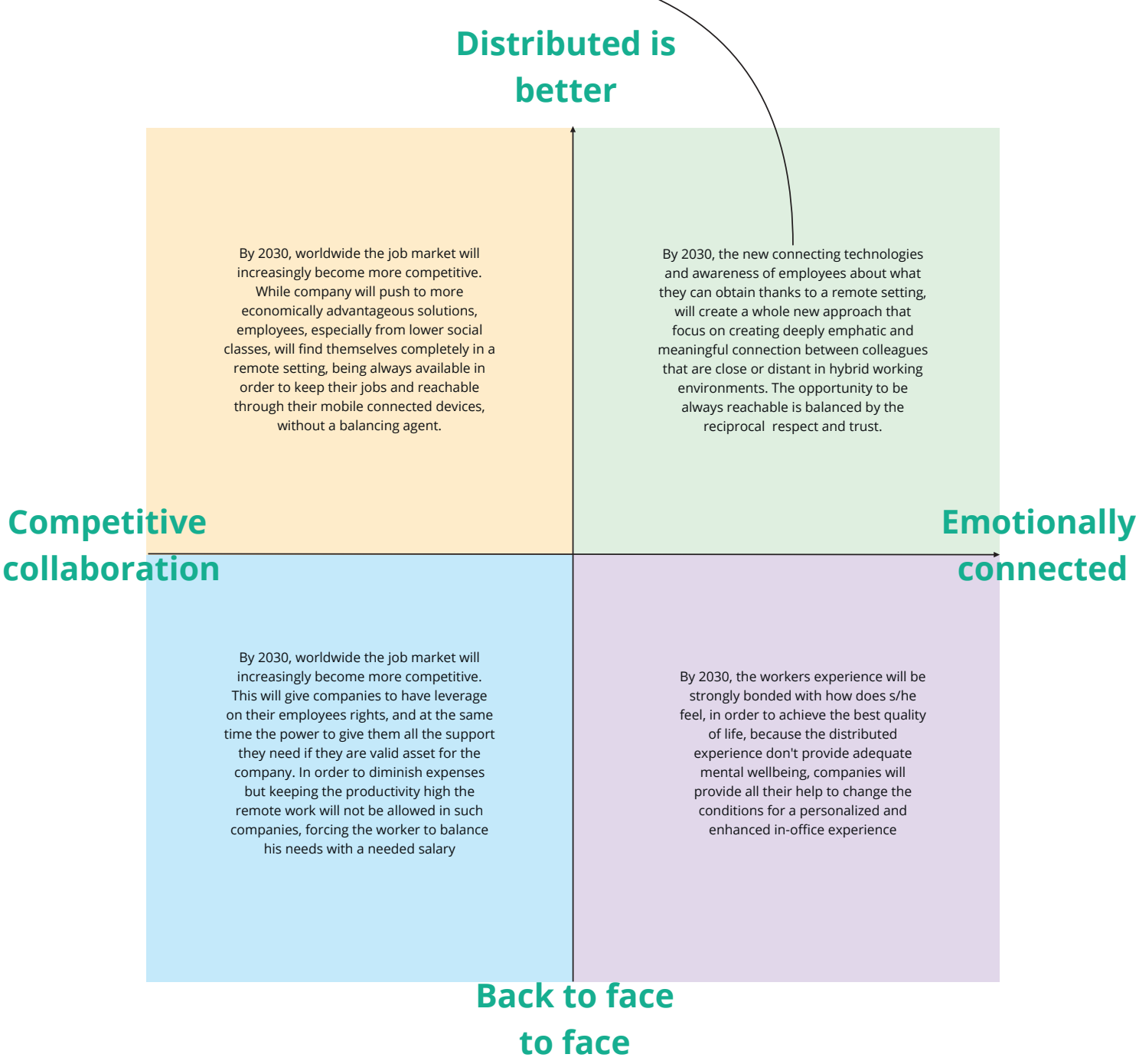
by using chance encounters in common area

Mechanism

by enhancing trust through talking outside the meeting spaces

Mechanism

by enhancing peripheral awareness and giving them the opportunity to interact



APPENDIX D

Designers Hybrid Creative Session

Additional insights from the Hybrid session with the Designers.

How to step away from the virtual environment for a break?

The virtual environment involves a huge number of interactions and, whenever a break is needed, it appears difficult to achieve both taking a break from the screen and keeping the interactions with the remote coworkers.

"Technology is purely obsessed with working and productivity. In an office setting, when you take a break you step away from your screen, when all your existence in a working setting is on a screen, how do you step away form a virtual environment while you are also in a virtual environment?"

The awareness of being constantly watched is tiring

The tiredness coming from working on a screen for a long time is not so different from the one experienced in the office. The main difference now lies in the psychological pressure of being always exposed to a camera: while in-person interactions do not create a status of awareness of how you look, online exposure puts users in a constant and tiring self-consciousness mood, accompanied by the perception of everyone looking at you.

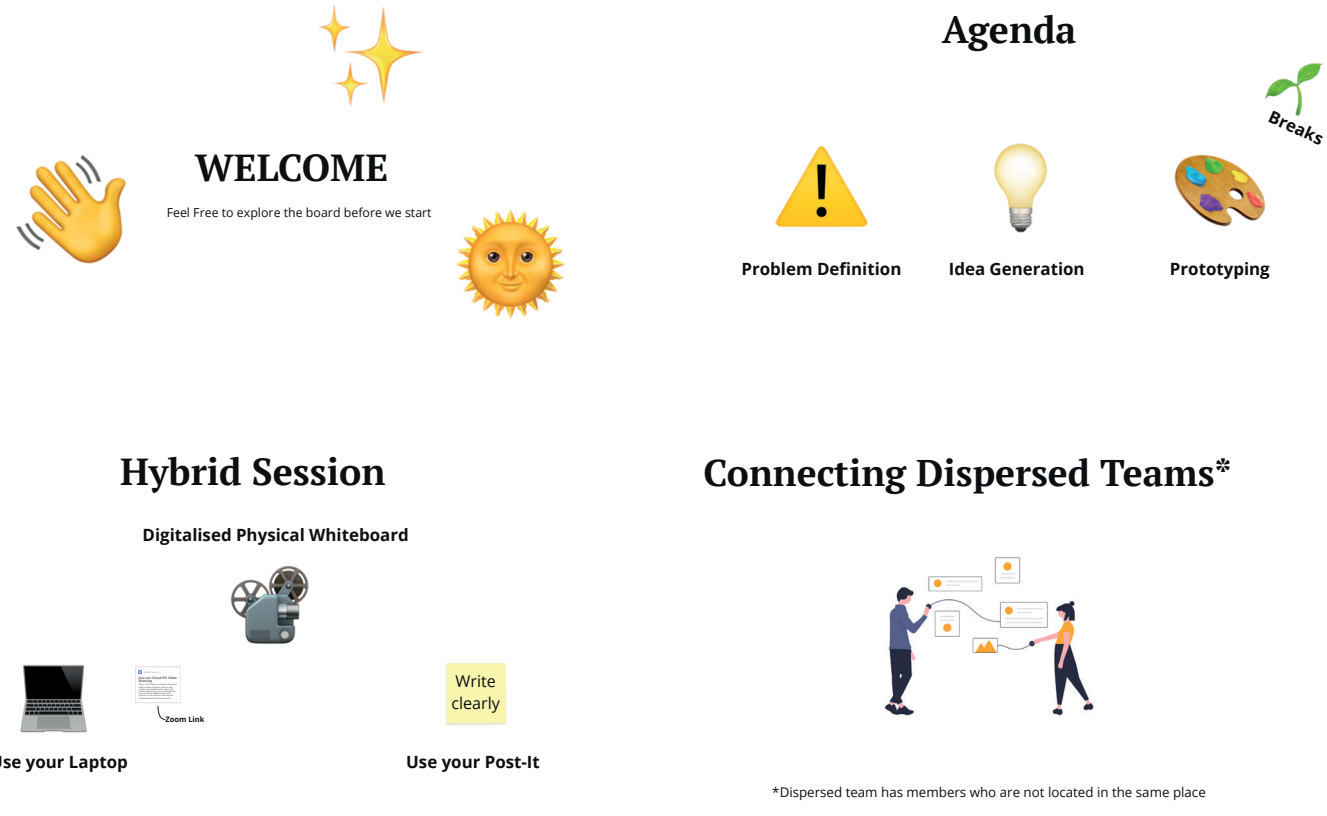
"Performativity of zoom, you are aware of being recorded and watched all the time, you are constantly thinking of how other people are viewing you, see yourself through the lens of other people, and that stops you from being authentic. " do I look engaged enough, even if I'm listening " when it is not something happening in a conversation like this in person, I'm not thinking if my face looks right or if my posture is correct." - C.

Clear perception of each other's presence

The interactions between participants of a meeting or a session cannot leave out of consideration its technical set-up. The use of big screens, of different cameras and mics should be focused on improving awareness of the actions and enhancing the feeling of presence, resulting in a facilitated interaction between participants.

"If everyone is with their own camera, then you can see them all, everyone with their laptop - maybe you can have microphones for each one - To see you in a main camera makes me see you so tiny." - F.

Creative session board



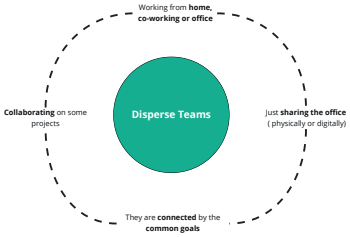
Design Goal

I want team members to be able to **connect empathically** and **spontaneously** with their colleagues while in an **hybrid office environment**, to foster **trust and a shared ground**

Problem Statement

How to create a **connection** between people that are **located in different places**?

Context



Problems

The **little interaction disappearance** is causing a chain effect on the workers feelings. They **miss the awareness** about their team and the **trust and connection**.

Desired Goal Examples

Every time someone takes a break...

Practice

... he needs to raise his arms for 10 seconds so everyone sees him

Product

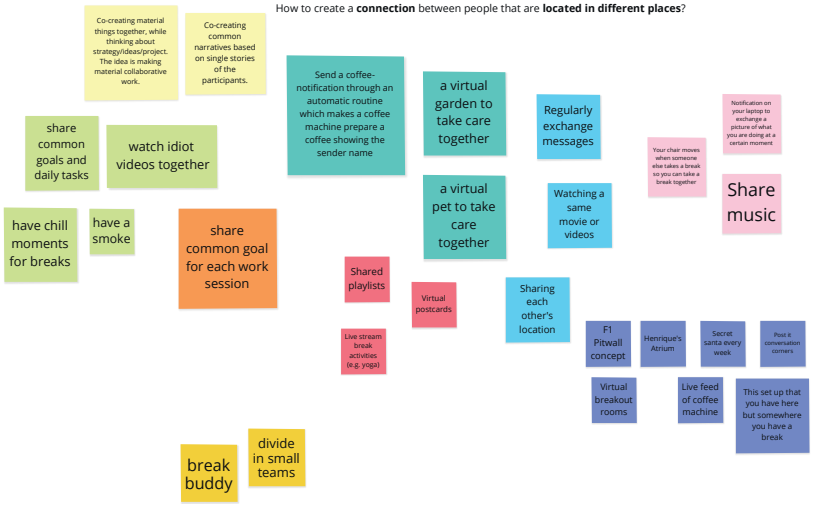
a light with his personal colour lights up on everybody's desk

Service

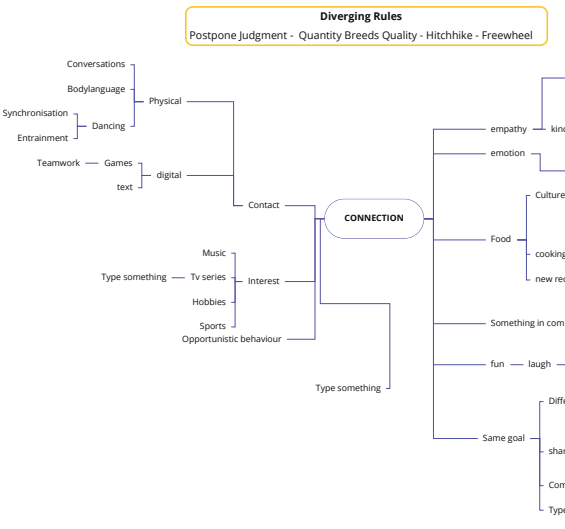
...an automatic function of your laptop stops your devices from receiving notifications

Brainstorming - Purge

How to create a **connection** between people that are **located in different places**?



MindMap Association



Your Experience

One thought about collaborating remotely?

I'm almost always on time

i can work from anywhere with my phone

I can work in my pijama

hybrid working systems are the future

Work with people from other countries (I'm in Portugal at the moment)

Discussions with more than 2 people are difficult — talking over each other by accident!!

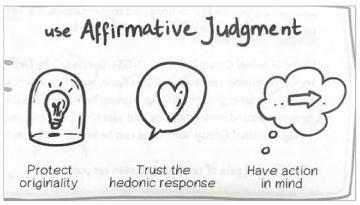
In front of the screen all day

Checking microphone if I go to the toilet

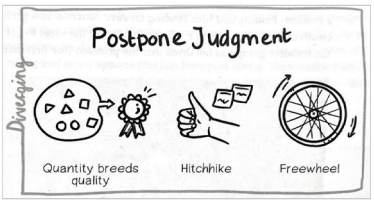
Be aware of your mic!

Teams get more flat, in my experience, responsibility becomes diffused

Converging Rules

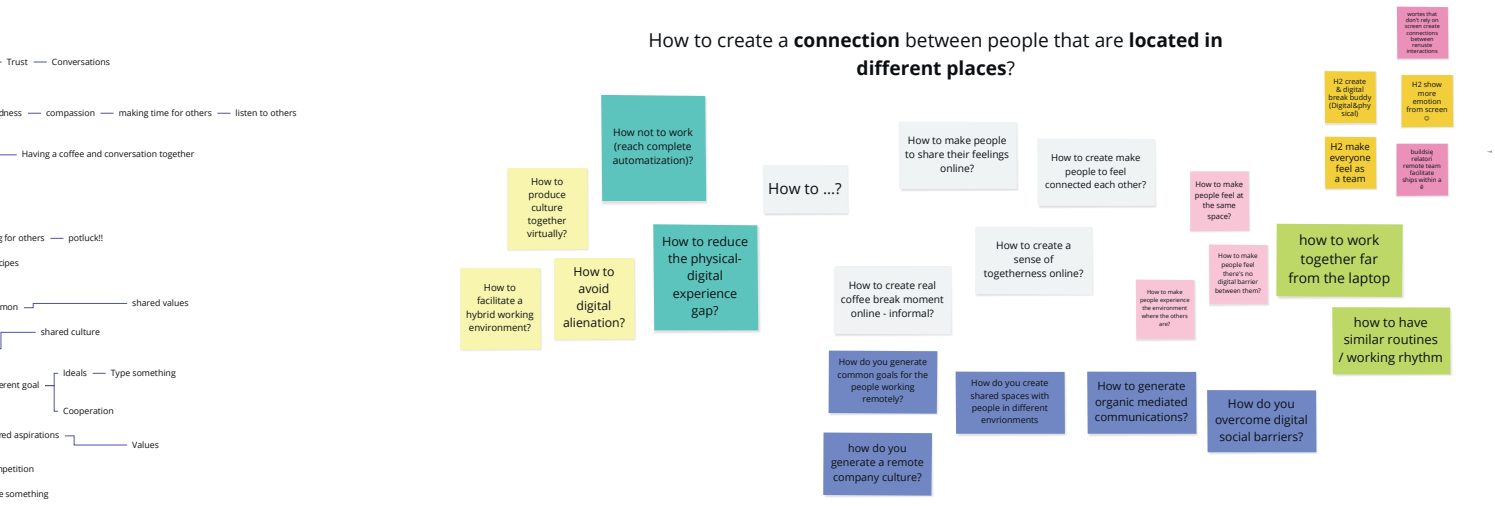


Diverging Rules

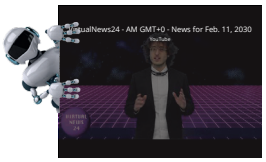


Restating the Problem

How to create a **connection** between people that are **located in different places**?



Video



This video comes directly from the future!

Questions about the Video?

Questions about the Future Vision?

Omar

Carla

Ines

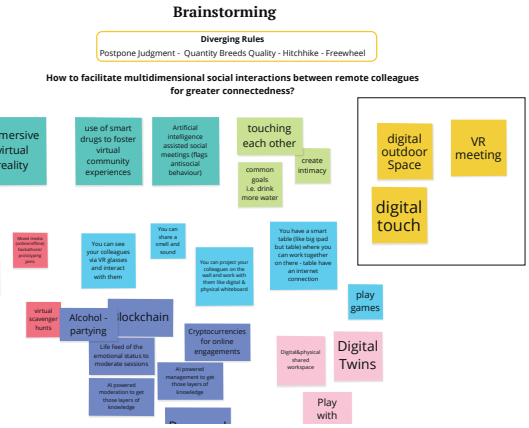
Cais

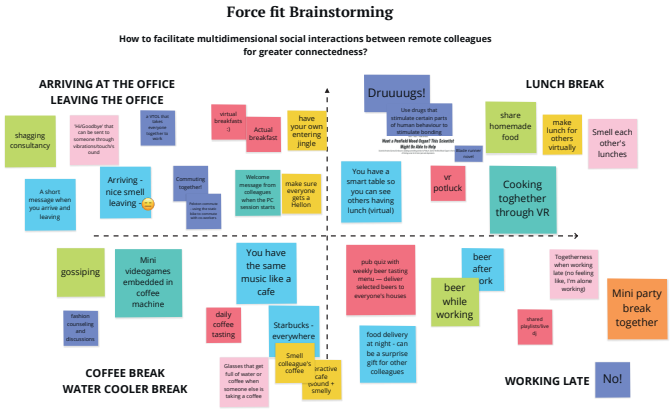
Yeun

Mikel

Clustering

Less Empathically connected
More Empathically connected
make sure everyone gets a Hellon
Blockchain
Cryptocurrencies for online engagements
share common goal for each work session
You have the same music like a cafe
Mini videogames embedded in coffee machine
Share music
virtual scavenger hunts
Cooking together through VR
digital outdoor Space
VR meeting
Druuuuge!
AI powered management to get those layers of knowledge
To know how to help people know you better
Digital Twins
digital touch
touching each other
Play with touch
immersive virtual reality
Mini party break together
break buddy
play games
You can share a smell and sound
Watching a same movie or videos
You have a smart table so you can see others having lunch (virtual)
You have a smart table (like big ipad but table) where you can work together on there - table have an internet connection
a virtual garden to take care together
Peloton commute - using the static bike to commute with co-workers
A short message when you arrive and leaving
You can project your colleagues on the wall and work with them like digital & physical whiteboard
Alcohol - partying
watch idiot videos together
Regularly exchange messages
Mixed media tombola/raffle/ hackathons/ prototyping jams
Artificial intelligence assisted social meetings (Hugs aroma/scar behaviour)
Send a coffee mail/email to an apartment/ mouth which makes a coffee machine prepare a coffee showing the sender name
Co-creating material things together, while thinking about strategy/ideas/project. The idea is making material collaborative work.
Coffee sharing
Weekly sharing
pub quizzes
Shared playlists
common goals i.e. drink more water
Sharing each other's location
share homemade food
share common goals and daily tasks
beer after work
beer while working
Have your own coffee ordering page
Food delivery at night - can be a surprise gift for other colleagues
You can see your colleagues via VR glasses and interact with them
Machine coffee cleaning
Automatic coffee cleaning
Virtual breakfasts
Food at colleague's coffee
Make lunch for others, who ally
have chill moments for breaks
Arriving - nice smell leaving -
Notification on your laptop to exchange a picture of what you are doing at a certain moment
Smell each other's lunches
have a smoke
divide in small teams
Virtual workouts
VR workouts
Digital/physical shared workspace
Virtual meetings
Virtual meetings
Virtual meetings

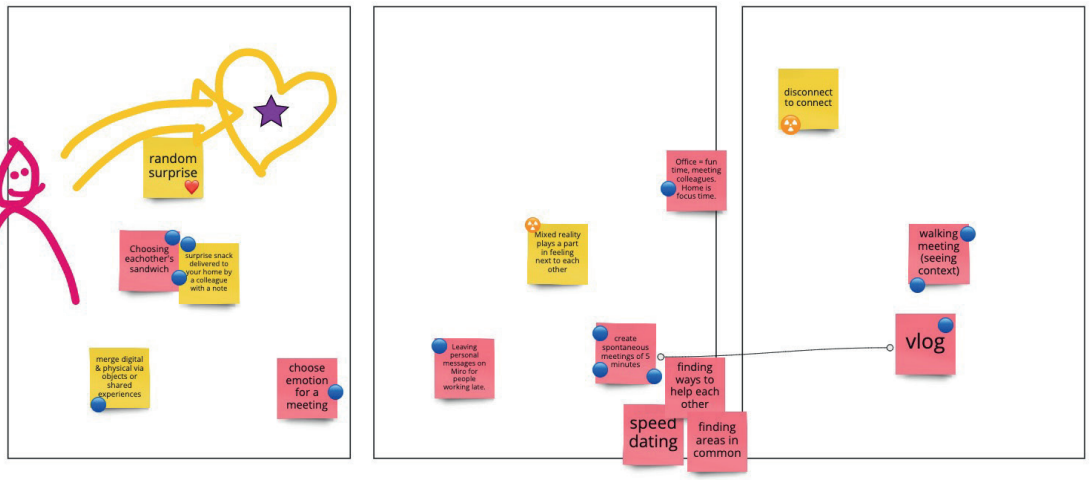




Consortium remote Creative Session

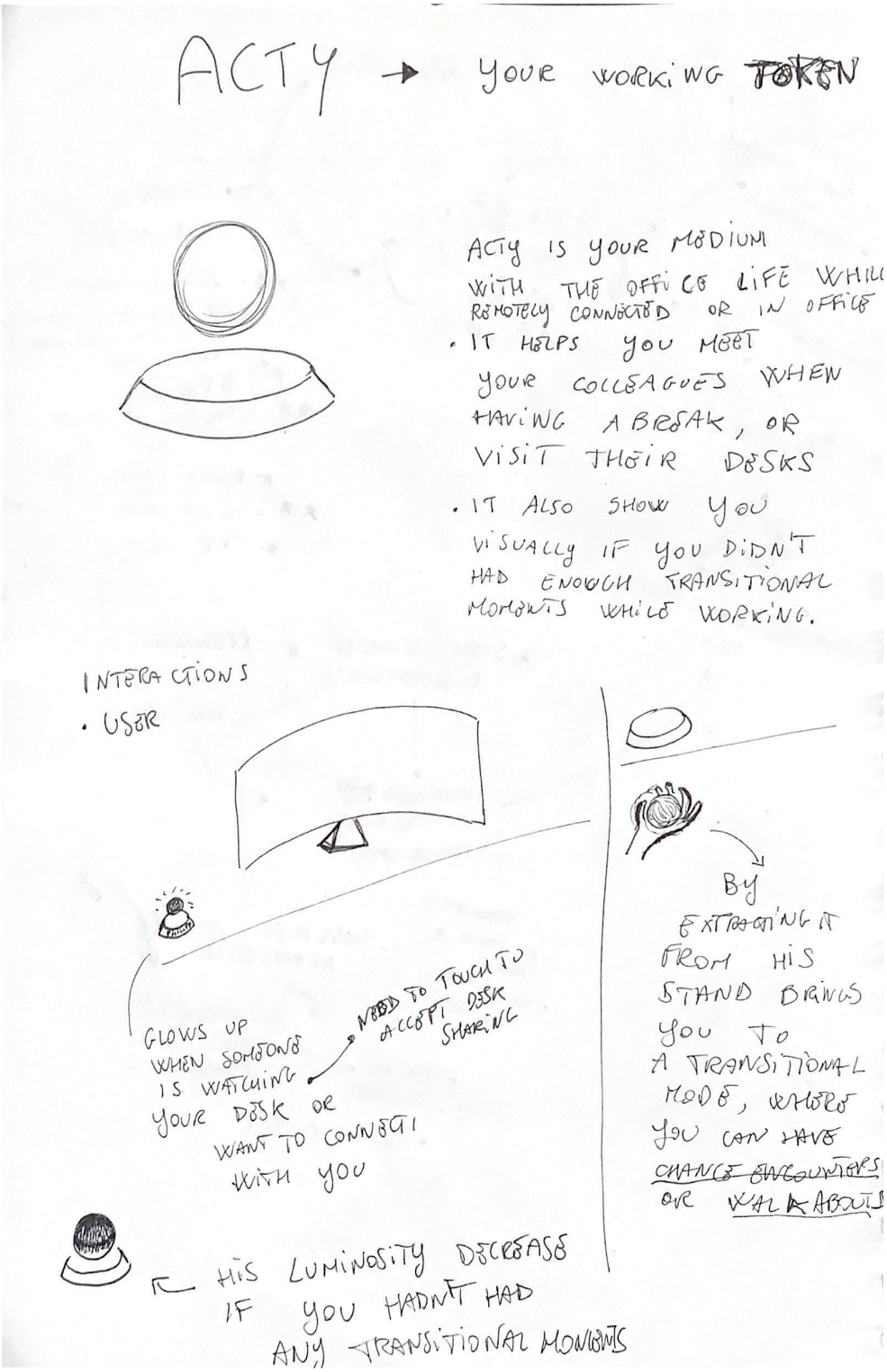
Let's Create our best 3

How to **create a connection** between people that are **located in different places?**

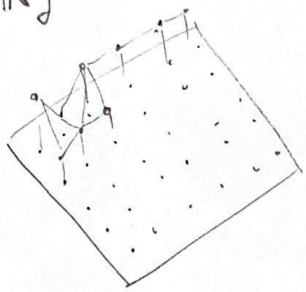


APPENDIX E

Acty



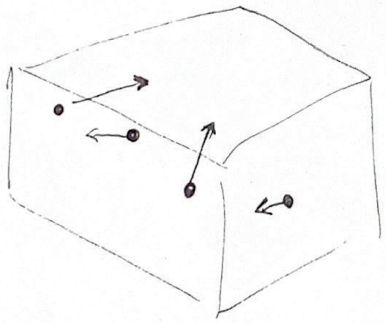
- COMPANY



→ CREATE MAPS TO OVERVIEW YOU EMPLOYEES STATUS IF THEY WORK TOO MUCH OR THEY ARE TOO BUSY/ AND THE OPPOSITE.

MODES

⊞ TRANSITION MODE



- WHILE IN TRANSITION MODE YOUR ACTY MOVE IN A 3D SPACE AND WHEN GET CLOSER TO SOMEONE IT GIVES YOU VIBRATIONAL AND VISUAL FEEDBACK

- BY SOFTLY SQUEEZING YOU CAN START A CONVERSATION WITH THAT OTHER PERSON IN TRANSITIONAL MODE

⊞ WALK ABOUT

- BY SQUEEZING AND TWISTING ACTY YOU CAN JUMP FROM ONE DESK TO THE OTHER AND SEE WHAT YOUR COLLEAGUES ARE DOING (IF THEY ACCEPT "DESK SHARING")

Facility test information message

Test running now
- Study purpose only -

Nothing is being Recorded

A test is running now, a camera is streaming live 24/7 this space in a zoom meeting.

If you don't want to be seen click

+ Shift + V

If you don't want to be heard click

+ Shift + A

You are fine with it

Talk and connect with whoever is online at the moment

About the test

The goal is to create connections between colleagues and increase the awareness of transitional moments in-between working activities

from **Monday** 07/06
to **Friday** 12/06

for any question or complain: **Andrea Riccio**

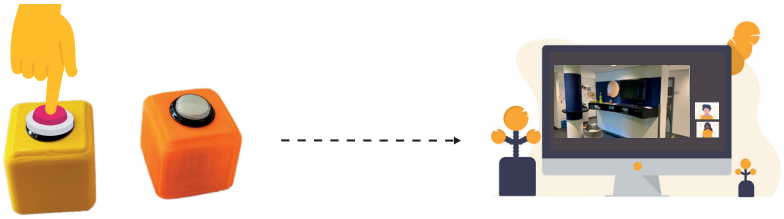
Test guide for participants

Acty Button

Workers' transitional moments activator

How it works

Click the button to connect to the Studio Lab pantry area and with other teammates



About the test

The goal is to create connections between colleagues and increase the awareness of transitional moments in-between working activities

from **Monday** 07/06
to **Friday** 12/06

This experiment will run for 5 full days in which you will have to follow a simple daily assignment

About your assignment

I kindly ask you to push the button at least 2 times during your working day:

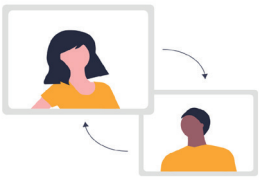
When you start your working day

Stay connected for at least a few minutes

When you finish your working day

Please remind this daily routine and **bring the button with you** if you move from one working place to another.

Extra feature



During the day
click the button and see **who's around**

Whenever you feel like, whenever you need a break, when you are switching from one working activity to the other, or simply when you are stuck and want to hear someone else's opinion.

About the button

1. Connect the button with your Laptop
2. Wait 10 seconds
3. It get recognised as a keyboard
4. Click the button
5. Wait until Zoom is up and running

Trubleshooting

Q: My button doesn't do anything when clicked, or doesn't run Zoom

A: The responsiveness of your laptop may create some delays. Try to click the button again after few seconds.

Q: My button writes a strange line of text and doesn't open the Zoom meeting

A: Check that your keyboard configuration is either UK/USA/Dutch, otherwise change it right before clicking the button.

Q: In the call there is no-one, what should I do?

A: You can keep the call open for a few minutes while someone else might connect, or somebody might pass by the pantry to take a coffee or have a chat. Otherwise, try again later.