

## **Adrian Ashton – hybrid and remote working practices**

Last updated: 12 July 2025

[www.adrianashton.co.uk](http://www.adrianashton.co.uk)

This note outlines and summarises the usual working practices used by Adrian Ashton when working with any client.

Owing to relative geography (he is based on the North West of England) and caring responsibilities (he is the sole unpaid carer for several family members), 99% of all his delivery cannot be in physical person.

He has been utilising virtual and remote technologies to bridge this since 2017, and outlined below are a summary of how he has been successfully working with clients since that time, and how these have been recognised and endorsed in different ways.

### **Meeting with whole teams**

Increasingly, members of a team or group are rarely physically co-located on a permanent/on-going basis. Adrian's use of zoom not only allows him to be able to meet with them, but also makes it easier for the team to convene as no-one needs to plan for travel time, navigate traffic/parking, etc.

Zoom also allows for individual members of a team or group meeting in this way to easily have a separate/discrete conversation if needed, via break-out rooms or private chat.

Zoom can also automatically generate a summary set of notes and actions from the conversations, which ensures consistent follow-up and records are captured.

### **Meeting with individuals**

It is increasingly common universal practice for individual meetings to be held by video, rather than in person.

### **Leading sessions and activities by zoom**

From 2017, Adrian began to use zoom to facilitate groups of people who were geographically dispersed throughout the country. His practices and techniques in doing so led him to be invited by the England and Wales chapter of the International Association of Facilitators to facilitate their on-line monthly meetings of members from 2020-2024.

He was commissioned by both Unltd (the national foundation for social entrepreneurs) and the Co-operative College (a global provider of certificated training programmes) to support them re-design and move the delivery of all their courses and events to on-line formats at the commencement of the first lockdown in 2020. The on-line formats and systems he designed have not only subsequently

remained in use in both bodies to this day, but both bodies also asked him to help them create internal guidelines to ensure that these formats continue to ensure most accessibility for people engaging through them, in how they are used.

A global training brokerage platform commissioned Adrian to draft a guest feature on how to successfully plan and deliver on-line sessions with whole groups - <https://thetm.com/buyer-blog/how-to-make-online-training-work-better-than-in-person>

### Hybrid

In 2023, Adrian proposed, co-designed, and co-led a global conference about hybrid facilitation, that was delivered in a hybrid format. This was subsequently profiled by several national and global facilitation bodies as being the 'gold standard' for how hybrid activity should be delivered and managed. Feedback from participants in the conference indicated that some of them struggled at times to be able to differentiate which people they were interacting with were physically with them in the conference venue, and which were on-line.

And as with Unltd and the Co-operative College, several of the global Impact Hub organisations have commissioned Adrian to design and delivery hybrid sessions and activities for them.

### Asynchronous working

As part of his standard working practices, Adrian creates a shared on-line folder with clients, so that they can have access to working documents and drafts being created in real time. This also allows for individual members of groups to more easily and quickly share input, comments, and feedback to ideas and emergent documents and plans (and so contributing to shortening timelines of work, and reducing risks).

### Flexible timings

In recognising that many community businesses and charities are led by people who have multiple responsibilities in their usual working day, Adrian can offer to schedule sessions and calls during early evenings or on weekends.

### Feedback from individual clients in relation to Adrian's above working practices:

*"We asked Adrian to facilitate a Board away day for our charity. In previous years this had always been done in person, but we decided to experiment with an on-line format following Adrian's assurances and design methodology for it. Based on how Trustees were able to engage with the activities, and the outcomes generated from it, we can't see why we'd ever want to do a future Board away day in person ever again!"*

Quotes from participants in sessions delivered on-line/hybrid:

- *“easier to engage with than in person, and generates less CO2 too”*
- *“much much much better than I was expecting - it was interactive instead of a lecture - I was very impressed”*
- *“enjoyable and practical - more than adequate substitute for in person training”*
- *“Adrian encouraged people to openly discuss things as if it were a face-to-face meeting - it's usually hard to create that online”*
- *“As a facilitator in a previous life, I'm in awe of how you've kept us focussed, gotten so much out of everyone, and achieved the results you have for/with us using nothing but zoom.”*

And wider tracking metrics also highlight Adrian's use of Zoom is consistently out-performing benchmarked trends:

|                                                             | Benchmark trend <sup>1</sup> | Learners and peoples self-reported experience |
|-------------------------------------------------------------|------------------------------|-----------------------------------------------|
| People reporting a positive experience of using zoom (2021) | 33%                          | 50%                                           |

---

<sup>1</sup> <https://hackernoon.com/how-to-avoid-awkward-virtual-events-obf3tog>