

# Embracing the Future of Work

Collaborative Guide to the Hybrid Model for Software Engineering

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# 3 Keys to Successful Hybrid Working: People, Processes and Organizations



# Section 1: Challenge

This Guide addresses some of the challenges faced by software engineering teams when adopting the hybrid working model in the context of Globo's Digital Platforms in Brazil. As remote working becomes more popular, companies struggle to balance the benefits of remote working with the need for face-to-face collaboration.

The challenges of the hybrid working model include communication barriers, lack of team cohesion and difficulty in managing remote workers. Companies need to address these challenges to ensure that their software engineering teams can work efficiently and effectively in a hybrid working environment.

By embracing the future of work, we support the hybrid model, as it offers flexibility, productivity and well-being to employees, allowing software engineers to collaborate "anytime, anywhere". Get to know the hybrid model and learn more about this powerful solution!





## Section 2: What is the hybrid work model?

The hybrid work model combines the best of both worlds, offering a balance between remote and face-to-face work. We have developed a Collaborative Guide to a hybrid working model that offers a balance between remote and face-to-face work. It is based on three principles: People, Processes and Spaces. We believe that flexibility is essential for people to adjust to their unique needs and that processes should be used to optimize efficiency. Finally, inviting environments are needed to promote collaboration and employee well-being.



# Section 3: Benefits of Hybrid Working Model for Software Engineering

We recognize that work is a state of mind that can be achieved through various modalities and it is important to empower employees to choose how, where and when they work. The hybrid software engineering model promotes collaboration, innovation and a sense of belonging, taking into account individual needs, preferences and circumstances.



# Section 4: Good Practices for Implementing the Hybrid Working Model in Engineering Software



## 1. People

We need to guarantee collaboration between people and teams. To this end, permanent psychological security, the hybrid integration of new employees and encouraging constant personal development are the basis of resilience in the hybrid model.

## 2. Processes

Taking into account individual and organizational contexts can maintain team cohesion and drive innovation. Implement collaborative practices, creative actions in face-to-face agendas and create transparent policies to promote trust so that everyone is aligned with the organization's vision and goals.

## 3. Spaces

We need to guarantee infrastructure support for hybrid work, create inviting virtual and office environments and monitor the infrastructure of employees on an ongoing basis.

# Section 4.1 PEOPLE

Hybrid work in software development requires collaboration between people and teams to achieve successful results. To create psychological safety and promote innovation, open cameras in online meetings and conduct one-on-one meetings. New employees should be integrated with a combination of virtual and face-to-face meetings, and employees should be encouraged to attend external face-to-face events to promote personal development. Periodic integration and training moments in the company's physical office should be planned and promoted.

PRACTICE	TOPIC	RECOMMENDATION
P1	Collaboration between people and the team	Set times in the agenda for meetings between people and teams
P2	Collaboration between people and the team	Taking an active part in meetings, either orally or in writing
P3	Permanent psychological security	Open the cameras in online meetings whenever possible
P4	Permanent psychological security	Conduct 1:1 meetings to get to know people and teams
P5	Hybrid onboarding of new employees	Carry out periodic monitoring of new employees at the outset
P6	Hybrid onboarding of new employees	Plan part of the onboarding in one of the company's physical offices
P7	Encouraging constant personal development	Promote training sessions in one of the company's physical offices
P8	Encouraging constant personal development	Encouraging employee participation in external face-to-face events



## Section 4.2 PROCESSES

Managing hybrid teams requires effective leadership that balances autonomy and collaboration to promote inclusion, flexibility and productivity. To ensure team cohesion, creativity and innovation, it is necessary to define and implement permanent collaboration practices. For hybrid agendas to be successful, they must be intentional in order to balance operational efficiency and human interaction. In addition, transparent policies must be created and communicated to promote fairness, trust and commitment to the organization's vision and goals.

PRACTICE	TOPIC	RECOMMENDATION
P9	Hybrid team management	Enable a flexible hybrid model considering individual and organizational contexts
P10	Hybrid team management	Set closed periods in the diary for uninterrupted work
P11	Definition and implementation of permanent collaborative practices	Encourage pairing between people and teams
P12	Definition and implementation of permanent collaborative practices	Encourage a culture of collaborative practices on a permanent basis
P13	Intentionality of hybrid agendas	Prioritize the development of creative actions in face-to-face agendas
P14	Intentionality of hybrid agendas	Encourage 1:1 feedback from participants on hybrid agendas
P15	Encouraging constant personal development	Encourage company integration events
P16	Encouraging constant personal development	Prioritize the alignment of strategy and goals in face-to-face agendas
P17	Transparent policies for hybrid work	Transparent and assertive communication about the organizational culture
P18	Transparent policies for hybrid work	Transparent and assertive communication about the policies of the work model adopted
P19	Transparent policies for hybrid work	Promote actions to monitor the organizational climate with employees

# Section 4.3 ORGANIZATIONS

Managing hybrid teams in software development requires effective leadership that balances autonomy and collaboration to promote inclusion, flexibility and productivity. To ensure team cohesion, creativity and innovative solutions, it is necessary to define and implement permanent collaboration practices. For hybrid agendas to be successful, they must be intentional in order to balance operational efficiency and human interaction. In addition, transparent policies must be created and communicated to promote fairness, trust and commitment to the organization's vision and goals.

PRACTICE	TOPIC	RECOMMENDATION
P20	Infrastructure support for hybrid workspaces	Create office environments in line with the demands of hybrid performance
P21	Infrastructure support for hybrid workspaces	Creating virtual environments for hybrid agendas
P22	Infrastructure support for hybrid workspaces	Map existing infrastructure conditions for hybrid work
P23	Infrastructure support for hybrid workspaces	Providing the infrastructure for proper hybrid working
P24	Infrastructure support for hybrid workspaces	Define a transparent and assertive policy on the use, ergonomics and conservation of the infrastructure provided
P25	Infrastructure support for hybrid workspaces	Permanent monitoring of the employee's infrastructure

# Section 5: Addressing the Challenges of the Hybrid Work Model in Engineering Software



We face unique challenges with software engineering teams in a hybrid working model, but by taking advantage of collaborative tools, establishing transparent communication processes and scheduling regular check-ins, we can overcome them. In addition, providing consistent access to development environments and resources, such as virtualized environments, cloud-based tools and collaborative methodologies, ensures that remote team members can contribute and avoid conflicts. With these strategies in place, we can achieve results successful.

# Section 6: Conclusion

We defend the hybrid work model, which emphasizes flexibility, productivity, well-being and collaboration. We ask that organizations recognize its value, trust employees and empower them to work the way they see fit, and invest in technology and resources for remote work and collaboration. We also ask that they prioritize employee well-being in this hybrid work environment.





## Section 7: How we developed the guide

We created this guide to help manage hybrid software engineering teams in the face of an uncertain future. It incorporates insights from industry and academia, combining a multivocal literature review and case study, resulting in a collaborative guide to validate findings and share best practices. From the lessons learned, we have seen that you can use the multivocal literature, complemented by talking to and observing software development teams, to look for strategies to cope with extreme uncertainty, such as "black swan" phenomena. To sum up, the guide was developed in the following stages:

1. **Multivocal literature:** Learn from what people are saying in the industry and academia
2. **Case study:** Complement the literature by talking to and observing software development teams.
3. **Collaborative guide:** Validate findings and share best practices with the community.

# 7.1 References

## Top 5 academic literatures

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- [3] Everton Luis Luz De Quadros, Anielle Severo Lisboa, Marilaine Quadros Becker Souza, Rafael Prikladnicki, and Marcirio Silveira Chaves. 2023. The migration from forced remote work to hybrid work and its impacts on software quality: the case of a multinational company. In Proceedings of the XXI Brazilian Symposium on Software Quality (SBQS '22). Association for Computing Machinery, New York, NY, USA, Article 21, 1-10. <https://doi.org/10.1145/3571473.35714D8>
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## Top 5 Corporate Literature

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- [3] Google. 2022. Navigating hybrid work: a Google Workspace handbook. <https://inthecloud.withgoogle.com/navigating-work-handbook/dl-cd.html>
- [4] Google. 2022. The future of work in Brazil: Insights into collaboration and new ways of working. <https://inthecloud.withgoogle.com/the-future-of-workptbr/download.html>
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# Section 8: About us

Faced with the uncertainties of the future of work in Software Engineering, this Guide brings valuable insights generated in University-Company Synergy. It aims to support the management of hybrid teams for Globo's digital platforms based on research led by the Pontifical Catholic University of Rio Grande do Sul - PUCRS. We are available to provide the tools necessary for your success in implementing the hybrid working model in software engineering.

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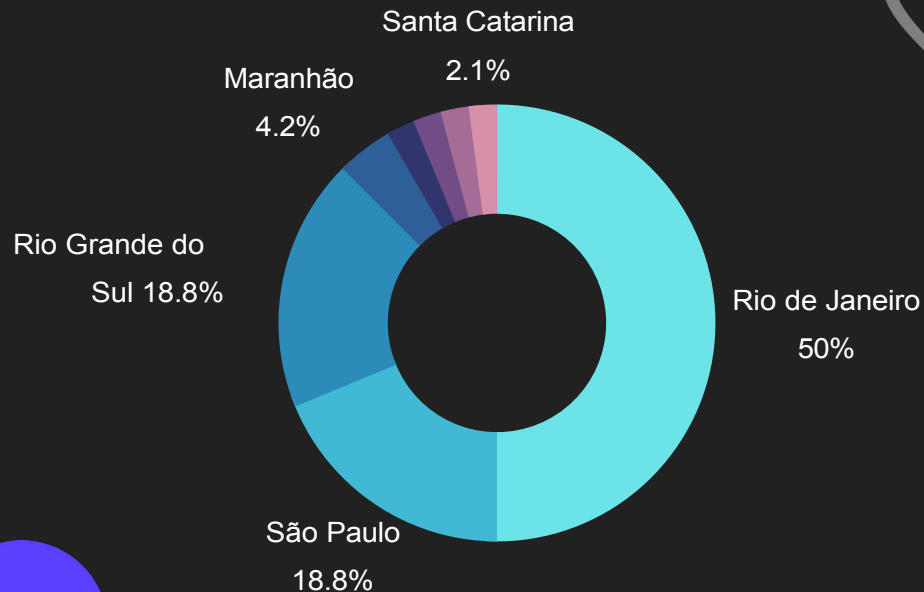
Find out more, ask questions, send suggestions and collaborate in building the Future of Work in Software Engineering!

Access the project's Github: <https://globocom.github.io/guia-trabalho-remoto-globo-pucrs/>

# Geospatial distribution



The study has a national geospatial scope through the collaboration of 47 participants in Globo's Digital Hub, spread across eight states.



47

participants

Sum of study participants: Phase 1 [11], Phase 2 [25] and Phase 3 [11]