

Embracing the Future of Work

Collaborative guide to good practices for hybrid work

About the project

"Embracing the Future of Work" is a good practice guide for the hybrid work model in technology teams.

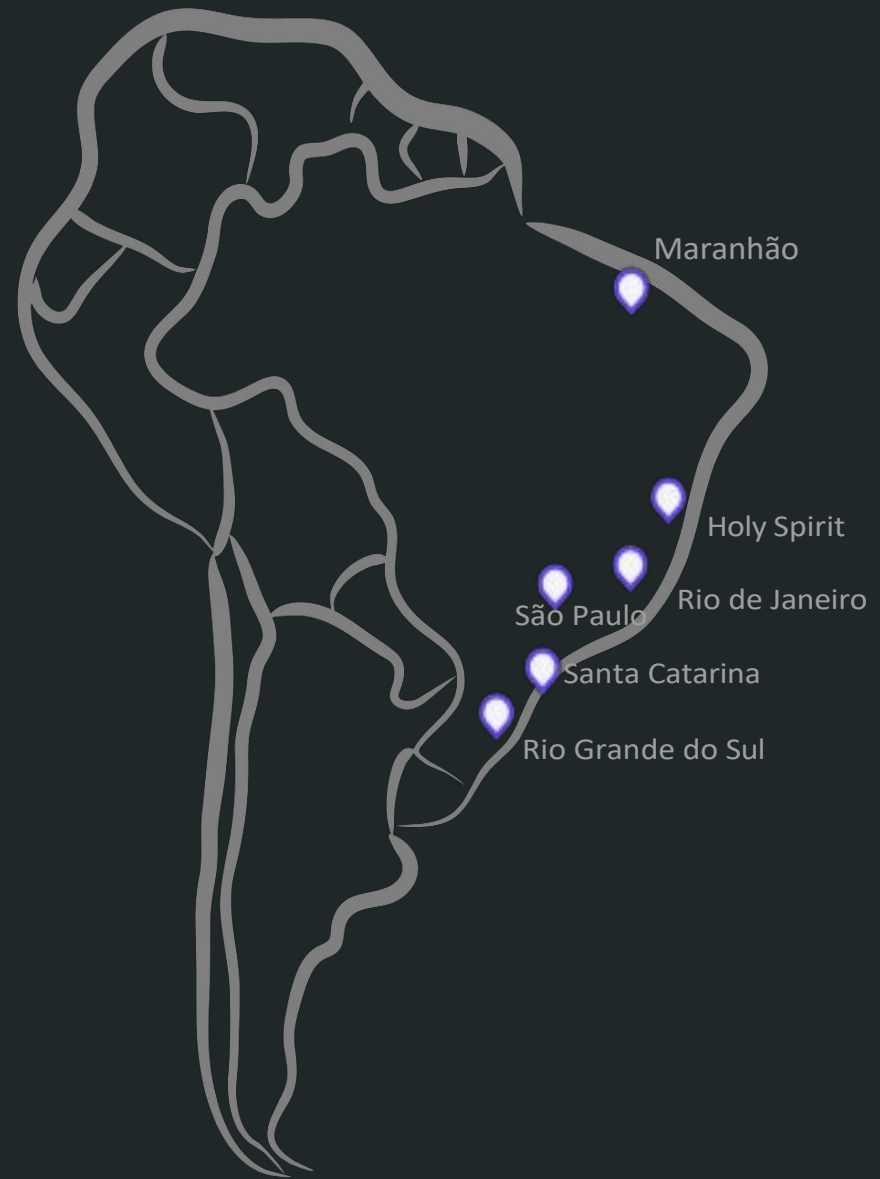
This project is a partnership between the Pontifical Catholic University of Rio Grande do Sul (PUCRS) and Globo's Digital Platforms area.



About the project

To compile the guide, the study interviewed employees from different positions and observed sprints in some teams.

A total of **47 employees** from six states **collaborated on the project**.



Results

The challenges of the hybrid work model include communication barriers, lack of team cohesion and difficulty in managing remote workers.

Feelings of loneliness, insecurity and fragile interpersonal relationships were also mentioned.

"I think that people who are joining remotely won't (...) understand the size of where they are, because they are working from home and end up only having contact with those people who are part of the team, who they work with on a daily basis. So it kind of gives you a bubble feeling, you stay in that little bubble there, you end up thinking that's what the company is, but actually it's not, it's much more than that"

Results

The opinions and needs of the participants were compiled in **23 recommendations divided into 3 groups:**

People, Processes and Spaces

These recommendations were also classified as recommendations for employees, for the company, for the manager and for everyone.

- For the manager -

Promote training sessions in one of the company's physical offices

"Creating face-to-face meetings with various teams presenting their deliveries. There was Hack Day at Globo. This event motivates people to go face-to-face."

- For the employee -

Open the camera in online meetings whenever possible

"I find it very uncomfortable to work with a person who is just a photo or a letter avatar for a long time."

- For the company -

Enable a flexible hybrid model considering individual and organizational contexts

"So, I would talk about my model... it would be Flex. Not a rigid flex, where it has to be once or twice a week or three times a week. But the flex where you go as you need to."

- For everyone -

Encourage a culture of collaborative practices on a permanent basis

"The pairing of literature is different. Today, pairing is different. Pairing is an exchange of knowledge. I work in a more guided way. Pairing at the same level has an exchange of knowledge with many solutions. Pairing used to be just for code, now it's also for analysis and documentation between teams. There's a deeper collaboration aspect."

Next steps

Make these recommendations available on a website so that the entire digital platforms area can visit and collaborate on the evolution of the guide.

In the future, this guide will also be made available externally, while maintaining its collaborative nature.

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



People

Promote psychological well-being. To do this, encourage integration between people and ensure that their schedules balance meetings and individual moments of focus. It is also important that employees are regularly monitored by their managers, especially when they are new to the company.

1 Set aside some periods in your schedule for meetings and others for working without interruption
e m p l o y e e

For the

2 Actively participate in meetings in oral or written form
e m p l o y e e

For the

3 Open the camera in online meetings whenever possible
e m p l o y e e

For the

4 Hold 1:1 meetings to get to know people and teams
e m p l o y e e

For the

5 Follow up regularly with new employees

For the manager

6 Plan part of the onboarding of new employees in an office

For the manager

7 Promote training sessions in one of the company's physical offices

For the manager

8 Encourage employees to attend conferences, training sessions and external face-to-face lectures

For the manager

Processes

Make the organization's vision and goals transparent so that everyone is aligned. When drawing up new policies, take into account the individual contexts to maintain the well-being of the teams.

- | | | |
|----|---|-----------------------------|
| 9 | Enable a flexible hybrid model considering individual and organizational contexts | - For the c o m p a n y |
| 10 | Encourage pairing between people of different seniorities | For the
m a n a g e r |
| 11 | Encourage a culture of collaborative practices on a permanent basis | - For e v e r y o n e |
| 12 | Prioritize the development of creative actions in face-to-face agendas | - For
e v e r y o n e |
| 13 | Make sure that in hybrid agendas, remote participants are heard as much as those meeting in person. | For the m a n a g e r |
| 14 | Encourage company integration events | For the
m a n a g e r |
| 15 | Prioritize the alignment of strategy and goals in face-to-face agendas | For the m a n a g e r |
| 16 | Speak transparently about the organizational culture and the policies of the work model adopted | - For
e v e r y o
n e |
| 17 | Promote actions to monitor the organizational climate with employees | For m a n a g e r s |

Spaces

Ensure comfort in offices and also in employees' homes by providing the equipment they need to work.

- | | | |
|----|---|-------------------------|
| 18 | Create an office environment in line with the demands of hybrid performance | - For the c o m p a n y |
| 19 | Create virtual environments for hybrid agendas (think tools or metaverses) | - For the c o m p a n y |
| 20 | Map the existing infrastructure conditions for hybrid work | For the m a n a g e r |
| 21 | Provide the infrastructure for proper hybrid working | - For the c o m p a n y |
| 22 | Define a transparent and assertive policy for the use, ergonomics and conservation of the infrastructure provided | - For the c o m p a n y |
| 23 | Permanently monitor employee infrastructure | For the m a n a g e r |