



**FIT FOR THE
FUTURE**

Good Practice - ISQe, Universidade de Aveiro

WP 2

Activity 1 (Good Practice)

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Good Practice Card

Name/ title of practice:	“Hybrid Model: corporate culture adapted to our times, flexible and based on people”
Location:	Portugal
Size and scale of organization:	Medium-sized
Industry/Sector:	Engineering & Technical Services (R&D, software development, consulting)
Contact info (for follow up, if available):	https://www.isqe.com/en/cultura-corporativa-assentenas-pessoas/
Additional details:	N/A
Sources of information/References:	https://www.youtube.com/watch?v=onS-uwFo0aM https://www.isqe.com/en/cultura-corporativa-assentenas-pessoas/

Good Practice/Content

<p>Key focus/bias observed:</p>	<p>Associated with remote working models, certain risks may arise, namely social isolation, less engagement with organizational culture, and a lack of adequate leadership.</p> <p>This practice addresses:</p> <ul style="list-style-type: none"> – employee-centric hybrid culture: emphasizing empowerment, autonomy, and well-being. – – flexible work environment: Aligning organizational values with hybrid working models (Work Anywhere with Values & Engagement – WAVE) – regenerative leadership: promote of self-managed teams with autonomy and collective purpose.
<p>Description of the <i>Practice</i>:</p>	<p>Countless surveys like Prudential’s Pulse of the American Worker Survey have confirmed: Sixty-eight percent of workers say a hybrid workplace model is ideal. However, connected work doesn’t just happen, especially in distributed teams. https://www.myhubintranet.com/connected-workplaces/.</p> <p>ISQe implemented a hybrid work model enabling employees to choose when and where they work, grounded in organizational values.</p>
<p>Implementation strategy:</p>	<p>To overcome these challenges, the Hybrid Model offers solutions to bridge these gaps through effective communication channels and inclusive practices. As the workplace evolves, more companies recognize the importance of connecting employees, wherever they are Called Connected Workplace, it leverages tools like Office 365, Teams, and a Learning Management System (Cornerstone) to support remote, on-site, and hybrid work seamlessly.</p> <p>To build a truly connected workplace, organizations must prioritize two-way communication, leverage digital platforms for collaboration, and nurture a culture that values every team member’s contribution. The key elements are:</p> <ul style="list-style-type: none"> – Cultural framing: Rebranding hybrid work as WAVE, emphasizing alignment with values and engagement – Digital platform integration: Deployment of Office 365/Teams, Cornerstone LMS, CRM systems, and workspace-economy tools (e.g. Working Office) to manage schedules and bookings. – Policy & training: Establishing guidelines for hybrid collaboration and equipping employees/managers to work remotely without losing connectivity. – Leadership support: Engaging managers to drive inclusion and communication in hybrid settings.
<p>Key actors involved:</p>	<p>The primary stakeholders are:</p> <ul style="list-style-type: none"> – Employees: Both on-site and remote workers navigating the hybrid environment. – HR & L&D teams: Designing policies, training modules, and standardized practices. – IT department: Managing digital platforms for collaboration and knowledge sharing. – Managers/leaders: Facilitating engagement, trust, and cohesive teams across all locations. – Executive leadership: Providing strategic direction and resourcing for hybrid adoption. <p><i>“Our Teams now have meetings dedicated solely to sharing knowledge and Innovation.” Pedro Reis Coelho sales & marketing director do ISQe *</i></p>

	<p><i>“The new working model aims to instill a corporate culture that is adapted to today’s world, flexible, and people-centered.” Pedro Reis Coelho sales & marketing director do ISQe*</i></p> <p>*The interview was published in the special supplement on HR Best Practices in RH Magazine, distributed together with issue 140, May/June 2022, of RHmagazine.</p>
<p>Outcomes and metrics of impact:</p>	<p>Connected work means using a secure, integrated network of digital tools and platforms. But connected work is also about fostering human connections. People are the heart of every business. Set up communication tools that reach remote, mobile, and office-based staff equally. In summary, the main results are:</p> <ul style="list-style-type: none"> – Enhanced flexibility: Employees report improved work-life integration and autonomy. – Stronger engagement: Early signs suggest better collaboration and access to shared knowledge. – Potential reduction in physical office costs: Workspace management tools aid in optimizing on-site presence and costs. <p>Metrics under consideration: Utilization rates of digital platforms, engagement scores from employee surveys, facility usage patterns, and training participation.</p>
<p>Potential challenges and barriers for implementation:</p>	<p>“There’s no doubt that remote workers report more negative mental health impacts. Loneliness, isolation, and depression have risen since the shift to remote work. Hybrid working helps ease that isolation. By blending office and remote work, employees benefit from flexibility and social interaction” https://www.myhubintranet.com/connected-workplaces/. Associated, some challenges are highlighted:</p> <ul style="list-style-type: none"> – Digital fatigue: Prolonged remote interactions may decrease engagement over time. – Ensuring equity: Avoiding unintended preference for on-site employees. – Technology reliability: Effective hybrid work depends on stable connections and user fluency. – Measuring productivity & trust: Moving from presence-based to results-based management requires cultural shift. – Maintaining informal bonds: Hybrid models risk eroding spontaneous colleague interactions.
<p>Blueprint for success - recommendations for replication or adaptation of the Practice:</p>	<p>Considering the key elements of Hybrid Model, above are listed some drivers:</p> <ul style="list-style-type: none"> – Brand your hybrid philosophy (e.g. WAVE) to signal intentionality and purpose. – Adopt integrated digital tools: unify communication, learning, scheduling, and resource planning. – Train your leaders: to facilitate remote team cohesion and inclusive practices. – Track hybrid metrics: digital adoption, perceived autonomy, collaboration frequency, workspace utilization. – Blend modalities: combine scheduled on-site days with remote-centered weeks; preserve social events and mentoring..
<p>Key lessons learned:</p>	<p>The hybrid feature of the model is crucial in all phases:</p> <ul style="list-style-type: none"> – A well-branded hybrid model supports employee satisfaction and retention. – Technology is necessary but not sufficient—culture and leadership are vital.



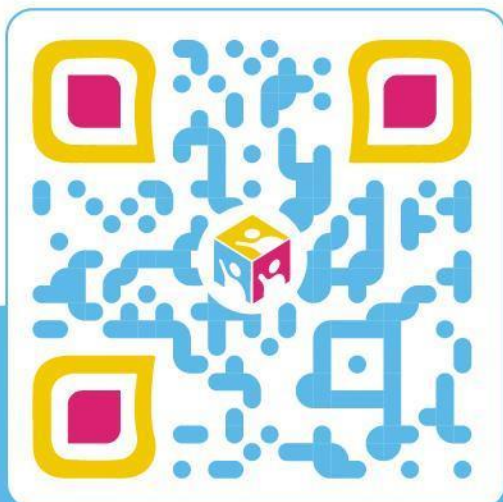
	<ul style="list-style-type: none">- Hybrid policies must be continually assessed to avoid eroding culture.- Explicit alignment to values fosters clarity and engagement in flexible arrangements.
Other info/notes:	<p>https://www.myhubintranet.com/connected-work/ https://www.researchgate.net/publication/373764714 The Connected Workplace Characteristics and Social Consequences of Work Surveillance in the Age of Datification Sensorization and Artificial Intelligence? https://www.researchgate.net/publication/369942110 The future of work work engagement and job performance in the hybrid workplace?</p>





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