



**UNIVERSITY  
OF TWENTE.**

**WELL-BEING DEMO  
1 NOVEMBER 2023**

# WELL-BEING

WHAT TO EXPECT FOR THE COMING HOUR:



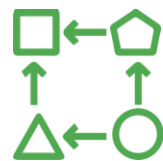
WELCOME

1. A BRIEF RECAP OF OUR **FOCUS AREAS**  
(5 MINUTES)
2. LOOKING **BACK** & LOOKING **AHEAD**  
(10 MINUTES)
3. TWO **BREAKOUTS**: SOCIAL SAFETY IN LEADERSHIP EXPEDITION AND REGIEMODEL  
(40 MINUTES)
4. CLOSING  
(5 MINUTES)





# Let's talk about... well-being



**Resilience**



**Staying  
connected**

## WHY

HAPPY, HEALTHY AND MOTIVATED EMPLOYEES ENJOY THEIR WORK, FEEL EMPOWERED, ARE MORE VISIBLE TO THEIR COLLEAGUES AND TEAMS, WHILE ALSO CONTRIBUTING MORE NATURALLY TO THE REALISATION OF THE UT OBJECTIVES.

## HOW

UT creates a movement by providing support for well-being through a focus on the themes that really matter, such as integral safety, balance, trust, directing one's own career, health and sustainability.



### RESEARCH

Gather continued insight that is current, specific and reliable into topics that are related to employee well-being



### LEADERSHIP

Strengthen leadership and team development on different levels: lead self, lead others and lead the community.



### CAPACITY MANAGEMENT

Increase workload awareness and monitoring related to policies, and capacity management



### INITIATIVES

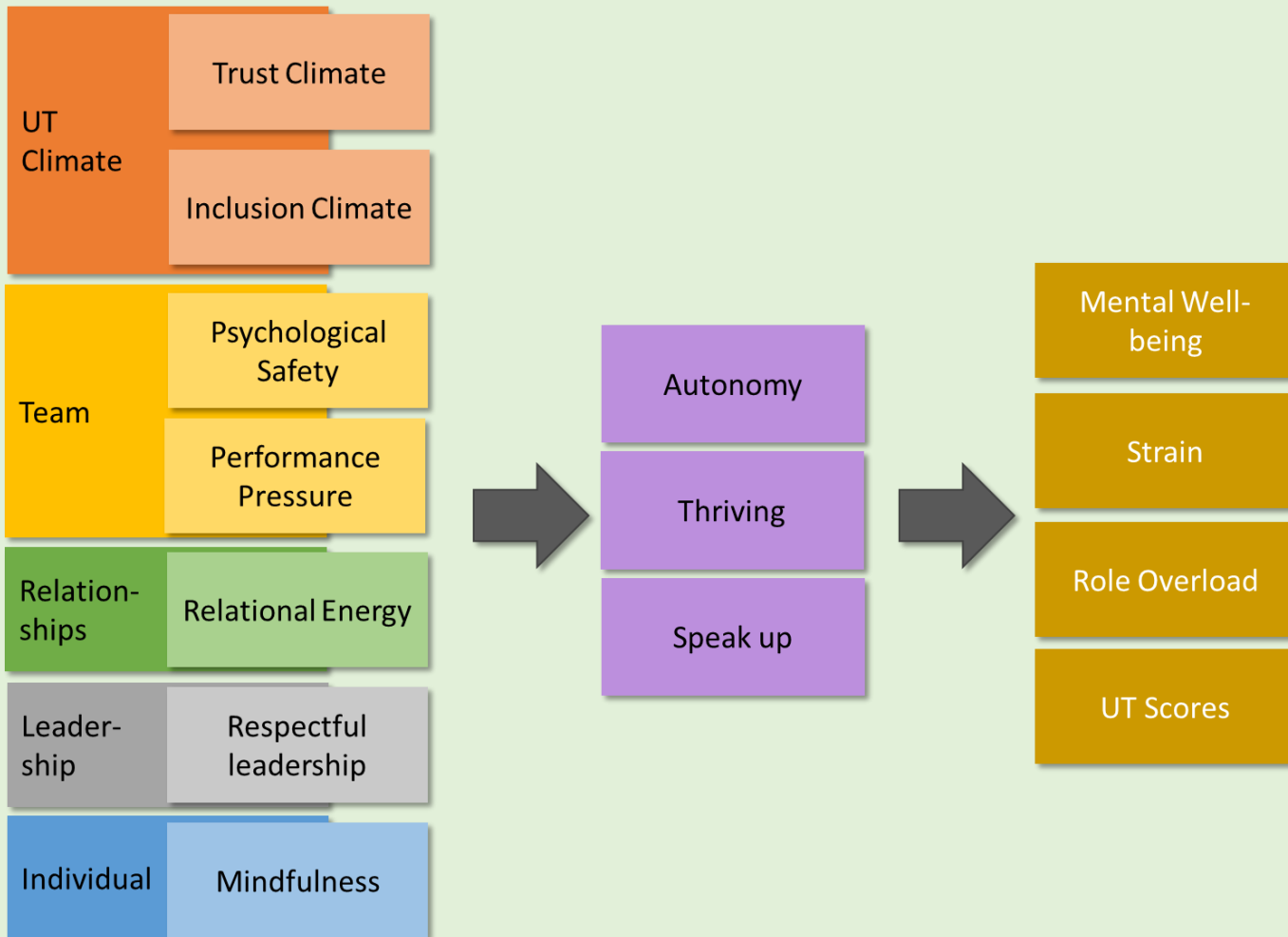
Data-driven activities to increase job enjoyment, vitality and physical-, mental-, and social health.



## WELL-BEING RESEARCH

# Updated Causal Model for UT Well-being Research

Schafheitle, 2023



## Key Insights

- **Strong emphasis on “people first” topics**
  - Employee thriving and trust are the centerpiece
- **Multi-level research model update**
  - Account for the employee well-being complexities
  - Echo the trust emphasis of the HR Policy Plan and UT well-being momentum
  - Appreciation of Jan de Leede et al.’s work
- **Actionable insights for various UT stakeholders even outside the core HR domain**
  - Organizational-level and domain sensitivity
  - Insights enable short-term measures and long-term investments
- **Model roots lie in top-tier research**
  - Coverage of most relevant employee well-being determinants delineated from positive psychology research (Spreitzer, 1995; Porath et al., 2012) and extensively validated for UT context
- **Positive feedback and reception inside and outside UT**
  - see qualitative comments in validation interviews and quick response rate in pilot and interest of HR colleagues from other Universities

*In grateful acknowledgment of Carmen Landstra, Ines Brüninghoff, Annemiek Baars & Sebastian Wilhelm*

# CALL FOR ACTION



From your perspective, what insights from the research model will be most valuable, urgent, needed, or necessary for you to make an impact on employee well-being @UT?

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(cc) [s.wilhelm@student.utwente.nl](mailto:s.wilhelm@student.utwente.nl)



# LEADERSHIP



# LEADERSHIP EXPEDITION

- Exploration on Social Safety & DE&I in expedition

## ALL ABOUT THE WELL-BEING LEADERSHIP EXPEDITION



### SUMMARY AFTER STARTING 12 EXPEDITIONS

**144**

PARTICIPATIONS  
IN TOTAL



“WHAT INFLUENCE DO I HAVE ON THE WELL-BEING OF MY PEOPLE?”

### GENERAL FACTS

**76**  
FEMALE

**68**  
MALE



**62**  
ACADEMIC  
STAFF

**82**  
SUPPORT  
STAFF

**12**  
ITC

**29**  
EEMCS

**10**  
BMS

**12**  
TNW

**12**  
ET

### THEMES THAT WE HAVE HEARD ALONG THE WAY

SOCIAL SAFETY

TRANSITION  
AND HANDOVER

TALENT  
ORIENTATION

INCLUSION

WORKLOAD

CONNECTING

### FIRST IMPRESSION OF THE EVALUATION

**8**

SCORE



“THAT IT REALLY WAS AN EXPEDITION AND YOU HAD SOME GUIDANCE TO DO IT ON YOUR OWN”

“REFLECTING ON YOURSELF AND THE TEAM”

## LEADERSHIP FRAMEWORK

"A great conductor (and leader) is the one who just not only knows what to do, but knows how to enable his entire musician group to perform effectively. They not just create a process, but also create a condition in which the process takes place."



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Dear leadership expedition member,

### Let's reconnect: the next step in your expedition on well-being

We warmly welcome all members of the Leadership on Well-being expedition to get together on February 1st, 2024. Get inspired by [this short video](#).

#### Event Details

Date: February 1, 2024

Time: 14.00 - 17.00

Location: be announced

### Reflect and look forward together with your expedition group

Together with your own group you will take the next step in your expedition on well-being. You will look back on your journey since the last session.

How have you been? What paths have you chosen, or perhaps, not chosen, and why? We will also be looking into your future goals.

What do you want to discover the upcoming year? What can be your next step? Just as always, we create a safe and supportive

# LEADERSHIP COMMUNITY

- ❖ UT Leadership framework
- ❖ Community event:  
*"Let's reconnect: the next step in your expedition on well-being"* on February 1, 2024
  - 10 old expedition participants gave their input
  - 138 invited, after first mailing 36 accepted & 11 tentative responses
  - Reminder will be sent on 16<sup>th</sup> of November
  - Next steps: Finalizing program and location
- ❖ Invitation & video



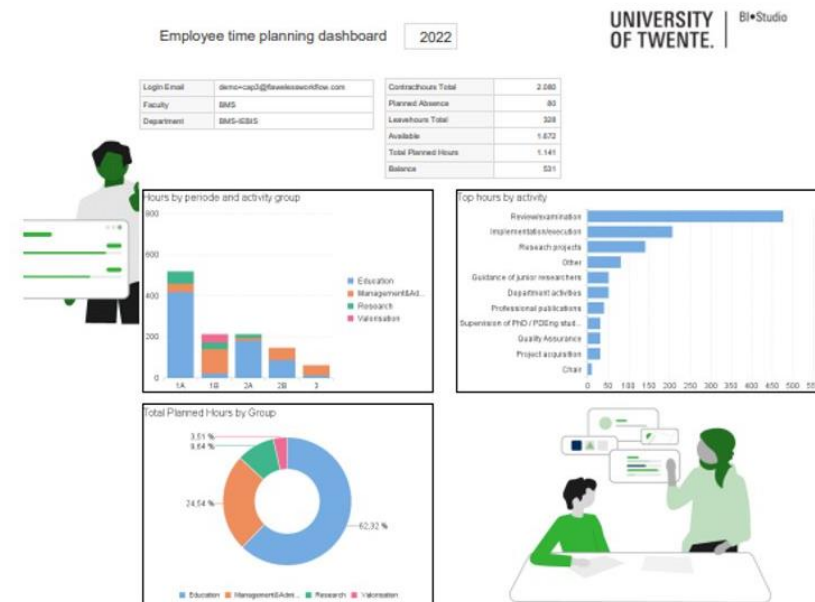
**A personal invitation to you**  
**Let's reconnect on February 1st**



# CAPACITY MANAGEMENT

# CAPACITY PLANNING TOOL

- The **tool** is available
- Together with HR managers for each faculty, options for different ways of piloting are discussed.
  - *Local approach* → via pilot in the faculties, it is aimed to gather information on how colleagues respond to using the tool.
  - In the beginning of 2024, results of the pilots will be discussed.





## INITIATIVES

# INFORMAL CARE? TALK ABOUT IT!

well @ home = well @ work



Equivalence  
Mutual understanding  
Give and take  
Together

Jong en Veer  
MANTELZORG IN BEDRIJF

I WILL ... do things differently  
... take action  
... talk about it

I ... am worried  
... cannot make an exception  
... want to be professional and social  
... find this difficult  
... want things to run smoothly

I ... see absenteeism increasing  
... don't achieve my business goals  
... see stress in my staff and team

I ... see unrest and fuss  
... don't know what is going on  
... see my employee performing less

I know my employee well  
informal care resolves itself at home

I ... focus on the well-being of my employee  
... ask 'How are YOU'  
... show understanding  
... acknowledge the employee's situation  
... don't immediately dive into solutions  
... say it when I'm not sure what to do  
... seek customisation and ask for help with it  
... plan a follow-up meeting and stay involved

I plan a meeting and show interest in the story

I ... tell that it is exciting and difficult  
... name my dilemmas  
... indicate what work means to me  
... show understanding for my managers situation  
... let it be known that I intend a give and take situation  
... propose a trial period  
... know conversation can be part of the solution  
... dare to ask for help

I plan a meeting and prepare myself

I WANT... it differently  
... to take action  
... to talk about it

I ... am afraid of the consequences at work  
... cannot spare finances  
... fail  
... have no choice than to call in sick  
... don't think my employer can do anything with this

I ... am restless  
... feel guilty  
... am ashamed, am stuck

I ... experience increasing pressure  
... must go on  
... am exhausted  
... find it tough

I ... can do it alone  
... have no other choice  
... cannot do things differently



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**MANAGER**

**EMPLOYEE**

Informal care?  
... is no issue here  
... is a private matter  
... is a fuss  
... we will take care of that

Dependency  
Power ratio  
Denial  
Rights and obligations  
Us versus them

Informal care?  
... has to be done  
... is just part of it  
... is my obligation  
... I solve myself

10 November  
Day of Informal Care

21 November  
Workshop Informal Care

Informal Care webpage  
with information

Informal care coach in  
providerboog



## DESIGN THE GOOD CONVERSATION

- Broader than informal care alone
- It is the fundament of all conversations about well-being
- Talking about 'heavy' topics
- Connect to people in an authentic way
- Basic Skill for each leader and (HR) employee
- Can prevent absence and conflict at work



# WELL-BEING WEEKS

RESULTS FIFTH EDITION



**TOGETHER WE CARE.** After the past edition with the theme 'Take the Lead' we decided to switch the focus from a more individualistic view to a more collective view. It is essential to take care of ourselves, but it is equally important to look after each other. This edition of the well-being weeks will spotlight those who are already helping others regularly but also provides tools on how to start a dialogue if you see someone struggling.



**12400**  
PIECES FRUITS


**569** REGISTRANTS  
**503** PARTICIPANTS  
**EMPLOYEES**

**1458**  
**TOTAL**

**PARTICIPANTS 955**  
**UB VISITS 73.685**  

**STUDENTS**


**TOP 3 RATED ACTIVITIES**

**9.2** OUTDOOR YOGA  
**9.0** HAPPINESS AT WORK  
**8.7** GOLF


**TOP 3 MOST VISITED ACTIVITIES**

**149** LUNCH WALKS  
**70** LIFESTYLE CHECKS  
**59** OUTDOOR YOGA

**GOODHABITZ**



- MORE COURSES FOLLOWED
- MAINLY WITHIN PERSONAL STRENGTH (ORANGE)




**TOP 3 MOST VISITED ACITIVITIES**

**400** MEDITATION MINDFULNEST  
**380** BREAKFAST AT UB  
**253** SMOOTHIE BAR

SIGN UP FOR THE NEWSLETTER



**REACH THROUGH COMMUNICATION CHANNELS**



<b>SERVICEPORTAL</b> <b>590</b> (TOTAL) 375 PORTAL & 215 MONDAY UPDATE	<b>WEBSITE</b> MAIN PAGE: 799 (ENG) 476 (NL) PROG. EMPLOYEES: 900 PROG. STUDENTS: 522 VIA: (1) GOOGLE (2) DIRECT	<b>INSTAGRAM</b> <b>3237</b> (AVERAGE) ACCOUNTS REACHED
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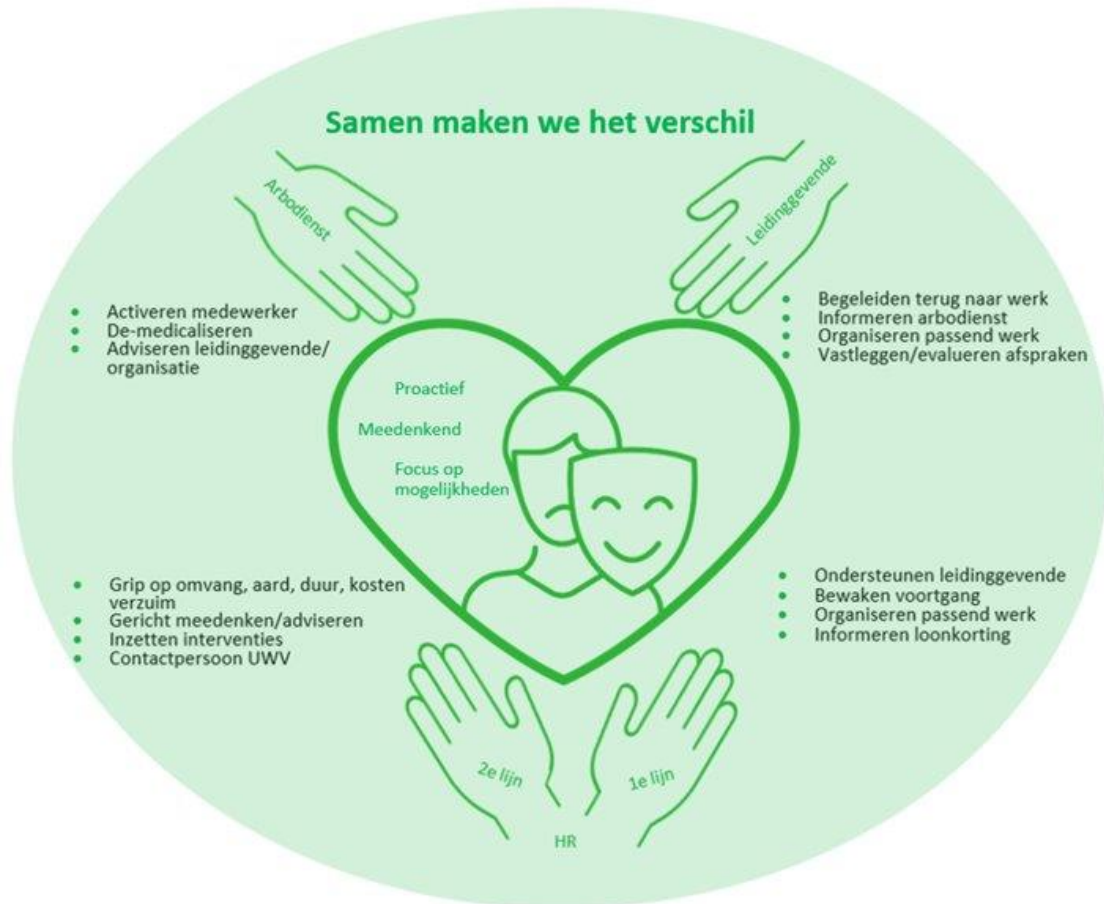
## Upcoming Well-being Weeks

### “Bye Bye Winterblues”

- Lunchwalks
- Lectures on healthy winter meals, etiketten lezen and movement throughout the working day
- Tai Chi
- Workshop Mindfulness and laughter yoga
- Checks on blood pressure, cholesterol, glucose and dietician advice.

Sign up via: [utwente.nl/wellbeingweeks](https://utwente.nl/wellbeingweeks)

# IMPLEMENTATION REGIEMODEL



- Goal is to provide the best possible support (for employee and supervisor) in the sickness and reintegration process
- Defining all roles in the process
- First step: Role of HR Advisor



## BREAK-OUTS

# BREAKOUTS

<p><b>BREAKOUT A:</b></p> <p><b>SOCIAL SAFETY IN LEADERSHIP EXPEDITION</b></p>	<p><b>BREAKOUT B:</b></p> <p><b>REGIEMODEL (NL)</b> <i>ROLE OF HR ADVISOR</i></p>
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**SEND A CHAT WITH YOUR NAME +  
PREFERRED BREAK-OUT ROOM**

**WELCOME BACK**



# REFLECTIONS

**ANY ...**



**... IDEAS?**

**... SUGGESTIONS?**

**... QUESTIONS?**



# REACH OUT TO US



Suggestion box:  
How can we improve well-being at UT?  
Mail to [wellbeing-hr@utwente.nl](mailto:wellbeing-hr@utwente.nl)