



Introducing the Job Profile of a Manager for Work Well-being to Prevent and Combat Work-related Stress

I05 – Collection of evidences from the pilot tests

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Main author: Victoria Shapkarina (FYG);

CONTRIBUTOR AUTHORS: Patrícia Costa and Sílvia da Silva (ISCTE-UIL); Annmarie Gorenc Zoran and Katja Kragelj Mikolič (FOS); Ester Snedec (DRPDNM); Daiana Colledani (PSYCHO); Julia Bahushi (IED), Célia Nunes (EPRALIMA); Vittoria Fontanesi (SINERGIE)

EXECUTIVE SUMMARY

The 5th IO of the WELLY project aims at collect all the information and experience gathered throughout the implementation of the project, as well as making the project results available and accessible for wider audience. To this end, two activities will be carried out, which will result in two deliverables that will be made available on the official WELLY platform and in all national languages of the project partners in order to promote access to these materials for all those interested in consulting them openly.

The deliverables will thus focus on two documents:

- A1. Collection of evidences from the pilot tests;
- A2. Development of the Manual for Work Well-being Managers and Toolkit.

Regarding the first one, it will consist of a report collecting and summarising all important evidences from the pilot tests and key information produced during the project's lifecycle. To this end, the resulting document will contain quotations from high profile figures and testimonials and interviews with information on the outcomes of involvement in the implementation of the WELLY project, in order to observe and report on the social, economic and cultural benefits or impact that the pilot test has brought to the companies and participants of the pilot test.

Concerning the second one, it will focus on a Manual for Work Well-being Managers, as well as a Toolkit with different practical tools and contents to complete the information available in the Manual.

As a result, this second document will consist of 2 different and interconnected sections:

- Manual for Work Well-being Managers; in which the contents necessary for the implementation of the figure of the Work Well-being Manager will be developed in accordance with the professional profile certified at European level.
- Toolkit for Work Well-being Managers as Annex; as a complement to the Manual through practical tools and activities helpful for the Work Well-being Manager in order to provide a pragmatic and functional approach to the role to be performed in the company with the aim of preventing and combating work-related stress.

All the contents of this 5th Intellectual Output will be addressed to two different groups:

1. Researchers and VET experts dealing with the issues related to workplaces conditions and employee's wellbeing.
2. Professionals active in the HR management, employers and managers as well as people who intend to become Work Well-being Managers.

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Partners



FOS- Fakulteta za organizacijske študije
v Novem mestu (Slovenia)

www.fos-unm.si



SINERGIE - Sinergie Società Consortile a
Responsabilità Limitata (Italy)

www.sinergie-italia.com



DRPDNM - Društvo za razvijanje
prostovoljnega dela Novo mesto
(Slovenia)

www.nevladnik.info/si



PSYCHO - Psychometrics S.r.l. (Italy)

www.psychometrics.it



Instituto Universitario de Lisboa
(Portugal)

www.iscte.pt



EPRALIMA – Escola Profissional Doalto Lima
– Cooperativa de Interesse Publico e
Responsabilidade Limitada (Portugal)

www.epralima.com



IED - Institute of Entrepreneurship
Development (Greece)

www.ied.eu



FYG – Instalofi Levante S.L. (Spain)

www.fygconsultores.com

INTRODUCTION TO THE COLLECTION OF EVIDENCES FROM THE PILOT TEST

This document will focus on the first activity of IO5 - A1. Collection of evidences from the pilot test and will therefore consist of a transnational report gathering information and evidences from the participants who have taken part in the pilot test of the Work Well-being Manager VET Training Course, representing the third Intellectual Output of the WELLY project.

These pilot phases have been conducted simultaneously in Greece, Spain, Slovenia, Portugal and Italy between October 2021 and February 2022.

In this regard, qualitative and quantitative surveys have been carried out among WWMs, employers and employees collected to explore the effectiveness of introducing the WWMs in the pilot organizations enrolled in the WELLY project as a pre- and post-pilot course comparison.

These surveys have gathered a very positive picture through two waves of data collection in each of the partner countries. The results obtained highlighted a significant increase in satisfaction in the majority of the considered variables, in particular, the satisfaction with control and involvement, growth and development opportunities, work-life balance, and communication practices.

Thus, the following report summarises, on a nationally representative basis, two types of evidence:

- National quotations from high profile figures
- National testimonials and interviews

In the first section, quotations will be collected from one high profile figure from each country participating in the project, i.e. a total of 5 quotations from Work Well-being Managers showing the impact of the WWM Training Course in the company approximately 6 months after its implementation.

In the second section, testimonials from the participants will be found in the form of interviews with the participants. In order to summarise these results in an effective and comparative way, 4 identical questions were asked to different national representatives in the pilot course, i.e. to a total of 5 participants. Thereby, a total of 20 responses were obtained demonstrating the increase in mental and physical well-being at work of the employees of these companies, as well as a decrease in work-related stress.

NATIONAL QUOTATIONS FROM HIGH PROFILE FIGURES

1. Greece



“In this innovative course, I had the opportunity to interact with great people on matters of work wellbeing and attend diversified courses where we got information on new strategies and applications to integrate into the working environment. Today, a few weeks later, I have already applied some of what we have shared, and I intend to continue to incorporate them into my HR strategy.”

2. Spain

“This is a great personal challenge for me to develop this function within my company, because the well-being of the employees is to a large extent the success of the company's work. In addition, my employees, especially as there are only a few of them, appreciate the introduction of all these measures to promote their mental and physical health.”



3. Slovenia



“Training as a wellbeing manager encourages me to think critically about today's situation in the workplace. It helps me see where new approaches and methods need to be introduced to support time spent at work towards a more successful and healthier team that will not only contribute to business performance but also satisfaction in people's lives.”

4. Portugal

“It was an honor to be part of this course. The interaction among the participants and the fruitful discussions add value and contribute to our critical thinking. I had a more limited perception of these issues, and now I’ve gained a new perspective, and rich instruments. It was very well balanced and focus on the actual needs we have as practitioners.”



5. Italy



“The course gave me the opportunity to go more in depth on a topic that really interests me from a professional point of view: improving the well-being in the workplace and helping people find a balance between work and personal life. I had the chance to learn practical and applicable strategies, and also to meet a group of like-minded people, as well as very well-prepared trainers.”

NATIONAL TESTIMONIALS AND INTERVIEWS

1. Greek testimonial and interview

- Now that you have completed the course, to what extent do you think it has been effective? Have you been able to observe changes in the well-being of employees at work?

I think the training was effective. The biggest difference I have seen is in the way I myself handle situations. The feedback from the direct beneficiaries has been positive. The results are ongoing.

- What aspect(s) of the WWM training course would you highlight and why? Would you recommend the course to other professionals in your sector?

The interactivity and the exchange of views and experiences was what helped me the most. I believe that all HR professionals would benefit from attending this programme.

- Could you give us any specific examples where you have been able to put into practice the knowledge gained from the WWM training course?

I spent more time listening to the real needs of employees hidden by the reactions in their daily lives.

- What social, economic and cultural impact or benefits would you consider the course to have had on you, your company and your employees?

I think the impact will become more apparent in the future. Right now we are a happy company.

2. Spanish testimonial and interview

- Now that you have completed the course, to what extent do you think it has been effective? Have you been able to observe changes in the well-being of employees at work?

I believe the Welly course has really helped me to focus on what where my weaknesses with respect to my employees like what they believed was lacking from my side as well as what were the possible changes that could give place to improvement. This course has made me take into consideration many variables which I didn't even conceive previously and of course, by adopting some of tips recalled by Welly course, I have noticed my employees feel more comfortable in their jobs and most importantly, I have noticed we are starting to consolidate trust links between each other.

- What aspect(s) of the WWM training course would you highlight and why? Would you recommend the course to other professionals in your sector?

I highlight the breadth of variables and topics covered by the course. Welly manages to cover a wide range of possibilities on how to make employees feel better in their workplaces and this variety of possibilities is essential to ensure that each of the employers targeted by the course can feel identified and particularly addressed to guarantee he/she turns mere theory into practice.

- Could you give us any specific examples where you have been able to put into practice the knowledge gained from the WWM training course?

I work very hard on guaranteeing teamwork. I believe that the key to success in achieving full employment well-being does not depend solely on the relationship between employee-employer but has a lot to do with the relationship between the employees themselves. If employees get along well with each other, it makes their day much more enjoyable as they can share experiences, help each other and learn from each other. That is why I strongly encourage teamwork and propose certain activities outside working

hours so that my employees can get to know each other better in an environment that is stimulating for them.

I also promote trust employee-employer. I prefer they tell have enough confidence to come to me and tell me a problem if they have one that I will try to help them as I can rather than them being at the office doing their job without being at 100% full capacity not really concentrating on their tasks.

- What social, economic and cultural impact or benefits would you consider the course to have had on you, your company and your employees?

Regarding the impact on these levels, I have noticed that since I have implemented some of the practices imparted by Welly, the full enterprises' productivity has risen outrageously and I have a smaller number of waives. My employees now have less reasons to quit this job and seem much happier.

3. Slovenian testimonial and interview

- Now that you have completed the course, to what extent do you think it has been effective? Have you been able to observe changes in the well-being of employees at work?

I consider the Work Well-being Manager training to be extremely successful. I have acquired a lot of new knowledge, approaches, and tools to better understand the functioning of mutual relations in the organization and to apply them in practice in the workplace. The training was very practical, and during the training we interwove theory and practice, looking for the best solutions to specific cases. In my work, I was able to apply the skills acquired during the training, and soon after completing the training I noticed changes in the employees, especially greater openness, communication, and conflict resolution.

- What aspect(s) of the WWM training course would you highlight and why?
Would you recommend the course to other professionals in your sector?

What I liked most about the training was that we had many concrete examples based on theory and good practices. We were given a lot of literature that covered the topic from a wide range of content, so everyone could find content that was appropriate for their organization. I would also like to highlight the diversity of the lecturers, who were experts in their field and presented the topics they deal with in their daily work. Finally, I would also like to highlight the online training platform, which was very transparent, useful, and easy to use. I would recommend the training to other professionals from the company, not only to the HR department and management, but also to other employees in the company, as the training skills acquired will certainly be a great asset for the company.

- Could you give us any specific examples where you have been able to put into practice the knowledge gained from the WWM training course?

As part of the training itself, we looked at recognizing our organization from the standpoint of employee well-being and came up with some ideas or plans to implement in each organization. As a successful example of implementation in my organization, I would mainly highlight positive communication, employee participation in important decisions, flexible working hours, and a combined way of working (combining physical presence or working from home). We have also implemented team building.

- What social, economic and cultural impact or benefits would you consider the course to have had on you, your company and your employees?

The training offers a wide range of skills from a variety of fields, but above all, great emphasis is placed on interpersonal relationships, communication, respect, clear instructions, and responsibility. The mastery of these skills certainly brings benefits in the personal area of the employee, but then this is also transferred to the organization. In this way, the organization is more successful in business, the employees are more satisfied, and the contribution is both social and economic.

4. Portuguese testimonial and interview

- Now that you have completed the course, to what extent do you think it has been effective? Have you been able to observe changes in the well-being of employees at work?

After the course and after identifying the aspects that needed improvement (e.g. closer monitoring of employees), I see changes not only on well-being / (less tension on employees and myself, as the company manager), but also on the organization of tasks and efficiency.

- What aspect(s) of the WWM training course would you highlight and why? Would you recommend the course to other professionals in your sector?

I'd like to highlight the sharing of practical tools that can be used by companies, the interaction and Exchange of experiences with other professionals, and the exercises during the training course that should be done considering the reality of our own company. I'd recommend the course for other professionals, not just from SMEs but also larger ones.

- Could you give us any specific examples where you have been able to put into practice the knowledge gained from the WWM training course?

Even though the company is still in the investment phase and has financial resources constraints to have a permanent internal team, it was reinforced during the course the need to have human resources that will answer to the demand and make the company grow. As a result, the company went from having 1 to 2 assistants, each responsible for some tasks, that, with more focus and less workload has allowed for an increased dynamic.

- What social, economic and cultural impact or benefits would you consider the course to have had on you, your company and your employees?

Social and cultural benefits – it allowed me to interact with professionals in the Portuguese work context, providing a better understanding of the Portuguese “working culture”. I now have 2 employees in the support area, which is another person/family with an income.

Economic benefits – The dynamic that the company has now will (I hope) bring a higher sales volume, which is one of the main goals of the company at the moment, which will have a positive impact on employees and on myself.

5. Italian testimonial and interview

- Now that you have completed the course, to what extent do you think it has been effective? Have you been able to observe changes in the well-being of employees at work?

The pilot course was very useful both in the theoretical part and in the experiential and more practical part. It was also effective both on a professional and on a personal level: the role of work well-being manager, in fact, requires soft and hard skills that should be cleverly combined to help ensuring a positive corporate climate and face any possible communication problem within the working group and among the management. When drafting the final project, I had the opportunity to apply the skills and tools acquired thanks to the course to do a thorough analysis on the needs, the improvements and the corrective interventions to be adopted in order to improve the work well-being of the company. I also applied the competence acquired during the course in terms of communication, work environment and safety and working hours, thus ensuring a good balance between work and well-being and drastically reducing turnover and sick leaves. Initially, this change represented an important cost for the company, but the adopted measures are ethical and sustainable in the long run, and beneficial for both the employees and the employers.

- What aspect(s) of the WWM training course would you highlight and why? Would you recommend the course to other professionals in your sector?

One of the most interesting parts of the course was learning practical evaluation tools to assess the KPIs of happiness at work, which allowed to analyze in a “scientific” way the happiness and stress levels of the workers, through a functional synergy between quantitative and qualitative evaluation. Another inspiring part concerned the preparation and the training of the work wellbeing manager, by focusing on the development of communication skills, empathy, the study of emotions, and the correlation between personal values, goals and motivation. I appreciated dealing with these topics, as the course succeeded in giving them a practical and concrete implementation, and I also had the opportunity to exchange with professionals from the sector and with other participants. I would recommend the course to professionals such as HR specialists, business coaches, and small-medium entrepreneurs who want to improve their own company. I would also recommend this course to other occupational psychologists in order to enrich their preparation and widen their professional skills by gaining access to company and business contexts.

- Could you give us any specific examples where you have been able to put into practice the knowledge gained from the WWM training course?

At the end of the course, after a thorough analysis in terms of cost-benefit (ROI), I designed a project draft to be presented and implemented in my company, in order to launch a programme aimed at improving work wellbeing and reducing work-related stress which is typical of the professional sector I work in. I hope to set a good example and engender a virtuous cycle which could impact on other companies from the same sector.

- What social, economic and cultural impact or benefits would you consider the course to have had on you, your company and your employees?

The major impact that the course had on me concerned both the acquisition of new knowledges and skills on topics related to work well-being, and the focus on certain coaching tools. I learnt the power of gratitude towards oneself and the others, the assertiveness in conflict management, and that it is important to know how to manage one’s own emotions and the employees’ feelings, by making them feel useful in their work, and appreciated both as professionals for their engagement and as persons. It was a wonderful journey of mutual enrichment, awareness and exchange with other participants and organizers.

CONCLUSIONS

After evaluating the quotations from high profile figures and testimonials and interviews, a set of conclusions can be gathered regarding the outcomes of involvement in the implementation of the WELLY project.

In general, there are only positive results and high impact can be drawn from the course. The wide topics covered by the course, give the managers a big range of possibilities on how to make employees feel better in their workplaces. The theoretical and practical part, as well as the interaction and exchange of experiences with other professionals, help identifying the aspects of the company that need improvement.

Thanks to that, the most important aspect that all managers improved is the communication between managers and employees, employees themselves and the teamwork in general. This is achieved by the creating a safer space for communication and by strengthening the relationship between the employees. Organizing activities outside working hours so that my employees can get to know each other better can bring positive results in their productivity.

Adopting measures to increase the well-being of the employees, knowing how to manage and support the employees give less reasons to employees to leave the company and brings positive and encouraging results to the organization.

To conclude the report, the participants agree that the course is addressed not only to trainers and psychologists in order to enrich their preparation and widen their professional skills by gaining access to company and business contexts, but also to managers and employees.

We should emphasize that for the most of the participants, the course was a wonderful journey both at a professional and at a personal level, a journey of mutual enrichment, awareness and exchange with other participants and organizers.