

**Undergraduate Dissertation**  
**DEGREE IN BUSINESS ADMINISTRATION &  
MANAGEMENT**

Talent Management, Employee Wellbeing value and Tele  
Wellbeing

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## **Abstract**

This paper attempts at throwing new light into the importance of talent management in organizations and society. This fact is taking on more and more significance nowadays, companies are looking for specialization, new skills and personal abilities.

With job specialization there is risk reduction, morale is improved, task proficiency and increased speed between tasks.

When the employee is highly specialized in a certain job function, he has mastery of tasks within that function. With the decreased likelihood of making mistakes, he will provide value to the company he works for in both time and dollars. Job specialization makes the employee be more competitive as it is better for a company to have highly specialized workers in a given area than those who have base-level understanding required job duties.

Furthermore, if the employee works in an environment with many specialized employees, he may notice they tend to band together in a positive team mentality. With improved morale and the support of other specialized employees, he may experience less work-related stress.

Even if he is the only specialist on his team or company, that uniqueness could come with a level of pride and fulfillment. When employees feel that they bring a distinctive responsibility or role to an organization, they also perform it with more motivation and care. Job specialization results in a higher sense of purpose for employees, which translates to improved morale for you and those around you.

What is more, focusing the career on specific areas of expertise, makes the worker refine his skills and become a better employee. As a result of task proficiency, he can potentially benefit from the hope of strong job stability. The employee possesses advanced level skills which makes his role harder to fill. Additionally, the employer has spent a great deal of time, energy and resources toward your training and development, which means they are heavily invested in your success.

Besides, the more he specializes, the fewer tasks he is going to be responsible for. For example, think of an HR generalist. This is someone who is responsible for a wide number of HR tasks, which could include payroll to processing new employees. However, an accounts payable specialist would only be responsible for the myriad of tasks that fall under accounts payable. Due to this factor, specialists can often reduce the time it takes them to switch tasks.

In addition to this, there is a key element that we have to keep in mind when dealing with employee's talent, and this is the global pandemic we are living these days. For this reason, comes in a new concept "Employee Wellbeing value and Tele Wellbeing" which is going to be the center of this paper.

Being a recent concept in Human resources, the paper focal point will be on Employee Wellbeing value and Tele Wellbeing definition, which companies are applying it, its implications as well as the advantages of its use, the barriers to it and some advices for its application.

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# 1. Introduction

## 1.1. Question addressed and reason for the election of the topic

The question addressed in this final paper is what talent management represents nowadays, the lack of talent in the market, how to address it and the employee wellbeing value and tele wellbeing inside the talent management in companies, that is the management of people.

According to a new from “teams and talent” in 2019, the majority of companies find it difficult to find the talent they are searching for. According to the 2019 Hays Guide, there is currently a significant mismatch between supply and demand with respect to the labor market. This is due to the fact that the currently available vacancies do not correspond to the supply of professionals.

Behind this problem is the training of workers, since in many cases the candidates do not have the necessary knowledge to adapt to the new needs of today's companies. Also, the potential of candidates is not convincing when hiring; however, those that do meet the requirements, become profiles highly demanded by the market.

On the other hand, there are elements that have become essential within the current context: an increasingly interconnected world in which professional projects of a global nature proliferate. A low level of languages, a low willingness to move or a lack of experience abroad.

At the present time in which we live, the fight for talent is evident and it is tending to be deployed. The interest on the part of the management of the different companies in the good performance of the Human Resources departments has increased considerably, becoming the talent strategy one of his biggest concerns.

What is more, the whole society is living nowadays such a weird scenario, we are facing a global pandemic of Corona Virus or COVID-19. This global pandemic has made us change our common ways of working, interacting and carrying out the everyday activities between each other.

In particular dealing with work, we all know that due to the Corona Virus, the tele working and are now the systems that are being implemented in all businesses. So here comes into play the employee wellbeing value and tele wellbeing.

## 1.2. Methodology and development carried out in the paper

Being such a current topic, all the information collected and used to prepare this report is from recent years.

The information illustrated on this paper has been collected in two different ways. On the one hand thanks to numerous articles that are on the web, very useful to focus the topic from a more practical point of view.

After analyzing the immense information that exists about Employee Wellbeing value and Tele Wellbeing in the company and, specifically, in Human Resources, I choose what had a greater theoretical-practical content to determine its scope in terms of its uses and applications to improve people management, without neglecting the most theoretical information on tips for good application and possible barriers to its application and use.

## **1. Talent management**

### 2.1. What is talent management

Traditionally and going back to the beginning of the 20th century, or even earlier, the HR department (according to AIHR digital) was called the Personnel department and its main work was the administrative tasks related to hiring, payroll and the monitoring of compliance with regulations by Workers.

As a definition from business jargons stayed, "Talent management is the systematic process of identifying the vacant position, hiring the suitable person, developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives."

This definition brought to light how talent management permeated in all aspects pertaining to the human resources at work while ensuring that the organization attains its objectives. It is thus the process of getting the right people onboard and enabling them to enable the business at large.

The process of talent management used to involve the process of identifying talent gaps and vacant positions, sourcing for the suitable candidates, growing them within the system, retaining and motivating them to achieve long-term business goals.

However, these names had their expiration date, in most organizations until the 70s or 80s, when the term Human Resources management began to become fashionable, more consistent with the proliferation of service companies and the rise of knowledge workers. In this scenario, the famous phrase that "employees are the main asset of the company" is increasingly true.

In other words, talent management focuses on finding the specific skills, abilities and personal competences of each individual, to stand them out in the company. In this way the employee feels his task is indispensable in his work, so he has to give the most of him to be assured it is going to be done in the best way possible and that it is going to succeed.

"Accessing talent, it's more than acquisition. In job market remains competitive and organizations' skills requirements undergo rapid change, it's time for organizations to think about how they can continuously "access talent" in varying ways: mobilizing internal resources, finding people in the alternative workforce, and strategically leveraging technology to augment sourcing and boost recruiting productivity."

(2019 Deloitte Global Human Capital Trends)

In the Anglo-Saxon countries and large multinationals for years it has been preferred to speak of the area of "People Management" or "People Development" while in Latin America the term "Human Talent" is used more. Some of these names are becoming common in Spain.

The HR function is evolving from a more administrative, tactical or transactional approach to an approach more aligned with the organization's strategy and more related to interpersonal relationships, always from the base of transparent communication and from values and a vision and shared mission.

Many companies choose to outsource administrative management processes related to HR, to recruitment, hiring, large-scale training, compensation, employee engagement or satisfaction surveys.

In addition, the advantages of outsourcing are multiple, among them it is that they allow HR workers to dedicate their time to more strategic tasks, those that generate greater added value for the organization, such as people development, communication, recognition and reward, management of diversity and commitment, promotion of corporate culture and values and teamwork.

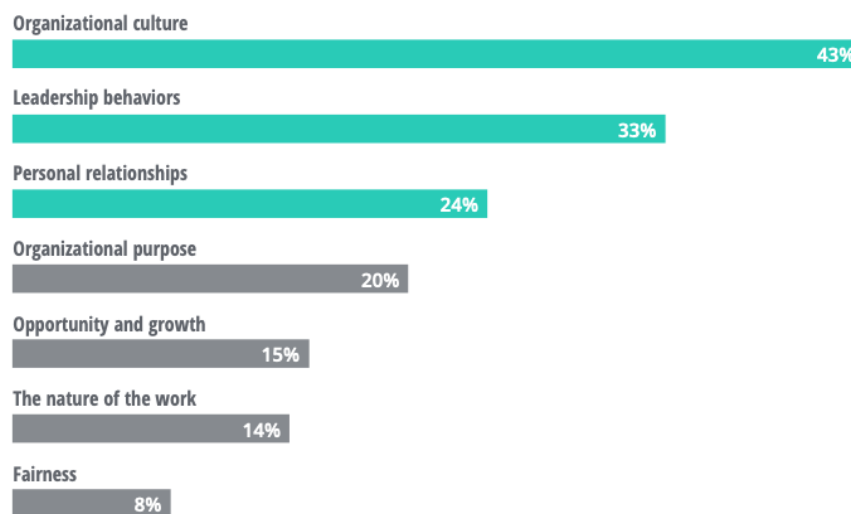
The definition of the strategy will start from the vision and mission of the organization. The vision, as an answer to the question, where does the organization want to go or what does it want to achieve? The mission, in recognition of what the reason for being of the organization is. Considering that both are already delimited, the definition of the strategy implies that the first levels of the organization clarify what their goals are with

a communication approach throughout the entire institution. Without forgetting that, in each case, the human resources strategy must be oriented to the culture and structure of the specific organization.

In the next figure extracted from Deloitte HRM trends in 2020 we can observe how much importance take this aspect of culture, leadership, and personal relationships in an organization's ability to create belonging to the company.

### **Culture, leadership, and personal relationships are the biggest factors influencing an organization's ability to create belonging**

What factors most influence your organization's ability to create a sense of belonging?  
Select up to two.



Source: Deloitte Global Human Capital Trends survey, 2020.

Figure 1: Culture, leadership, and personal relationships are the biggest factors influencing an organization's ability to create belonging

Source: Deloitte Global Human Capital Trends survey 2020

Organizational culture refers to the system of values, beliefs, and behaviours that shapes how work gets done within an organization. In a culture of belonging, that means an environment that supports all three elements of comfort, connection, and contribution. Workers should feel their perspectives are respected and valued; the culture should be one that encourages everyone to be authentic, share their diverse perspectives, and align to the team's and organization's purpose

Such an organizational culture is built on leadership behaviours that reinforce organizational values of fairness, respect, and psychological safety on teams and inspire workers to perform at their best

Finally, the quality of the relationships among team members is critical. Again, comfort and connection are important in facilitating contribution here. Teams where workers feel psychologically safe bringing their views to the table, and where their relationships



with other team members are strong enough to allow them to do so in an assertive yet constructive way, will be well positioned to engage in productive friction, the ability to draw out conflict and learn from disagreements to generate new insights.

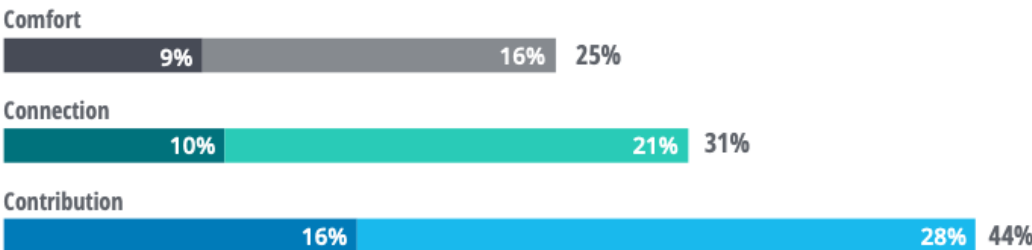
Creating a sense of belonging at work is the outcome of three mutually reinforcing attributes. Workers should feel comfortable at work, including being treated fairly and respected by their colleagues. They should feel connected to the people they work with and the teams they are part of. And they should feel that they contribute to meaningful work outcomes, understanding how their unique strengths are helping their teams and organizations achieve common goals.

Following Deloitte report, we know that seventy nine percent of organizations say fostering a sense of belonging in the workforce is important or very important for their success over the next 12 or 18 months, but only 13 percent say they are very ready to address this trend.

**Contribution and connection drive belonging more than comfort alone**

Which of the following is the biggest driver of creating belonging in your organization?

- Workers who can bring their full, authentic selves to the workplace
- Workers who are treated fairly
- Workers who can identify with a defined team (e.g., function, department, geography, etc.)
- Workers have a sense of community and feel connected to others in the organization
- Workers who are valued for their individual contributions
- Workers who feel aligned with the organization's purpose, mission, and values



Source: Deloitte Global Human Capital Trends survey, 2020.

Figure 2: Contribution and connection drive belonging more than comfort alone

Source: Deloitte Global Human Capital Trends survey 2020

Many organizations have already made great progress on comfort, creating an inclusive environment where workers feel respected and treated fairly. Organizations that establish this kind of inclusive culture are twice as likely to meet or exceed financial targets, three times as likely to be high-performing, six times as likely to be innovative and agile, and eight times more likely to achieve better business outcomes.

For example, organizations have promoted stronger connections among workers making groups aimed at connecting and empowering people with similar backgrounds and social identities.

The third step, contribution, takes comfort and connection still further, workers can also see how their individual talents and efforts make a meaningful difference in advancing team and organizational outcomes. They can see how what they do truly matters in the pursuit of common valued goals

Belonging based on contribution celebrates individuals' and teams' diversity of thought in ways that promote their commitment to shared outcomes, enabling them to engage in discussions that consider a variety of perspectives with the aim of coming to an agreement.

## 2.2. Talent Management Process

To start dealing with the process of talent management we have to start by enumerating the different steps it involves, that are Planning, Attracting, Selecting, Developing, Retaining and Transitioning.

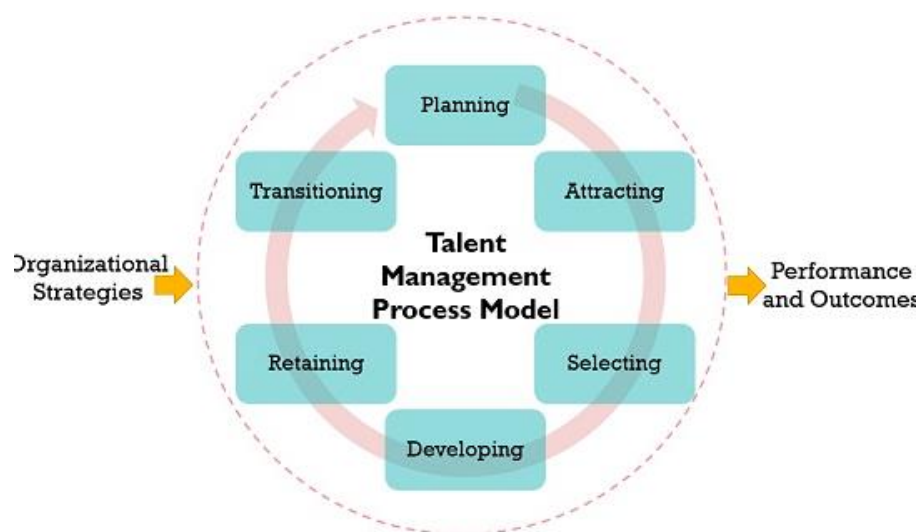


Figure 3: Process of talent management  
Source: Business Jargons

1. Planning: As in any process, the first step in Talent Management is plan. This action requires to find the human capital requirement and formulating the necessary descriptions for finding the key roles in the company.
2. Attracting: Once we have the plan, we have to decide whether the talent requirements should be filled in. This talent must be identified as soon as possible and in the most efficient way.

3. Selecting: Once having planned and attracted several individuals, you have to go for a further step, select. Selecting the right person for your company is not an easy task, you have to ask your potential employees to surpass some tests and interviews.
4. Developing: It is difficult to think about companies nowadays that hire their employees depending on their personal skills; however, this concept should change and turn into a more and more common aspect. At the end, you are chartering the person itself, not a machine nor a simple paper of CV.
5. Retaining: Any organization has to maintain its talent effectively, so the company will carry out promotions, increments and training to keep this inside.
6. Transitioning: As I have told before, the employee must feel a key piece in the puzzle of the enterprise, talent management helps himself to develop, grow and also make him feel part of a bigger whole, so wellbeing in the company is also an essential fact when dealing with talent management.

### 2.3. Importance of talent management

The first issue to have in mind is the need of the individual to feel fulfilled in his work, to feel that his potential is identified, his work makes a significant difference in the final result, then he is motivated to carry out his work in the best possible way.

Get employee motivation, developing employees' skills to help them growing with the organization and training them for the expertise needed to contribute to business success also builds loyalty and improves employee engagement.

If this is carried out in the same way by each of the company's employees, the company's percentage of success is more likely to grow and achieve good numbers.

In addition, specialization is a delicate and complex matter to deal with, but one that must be kept in mind. I believe that specialization and talent are very linked between each other.

As explained before, the employee must feel distinguished and special and the fundamental piece in the company. If the employee knows that he is the best in the workforce in a certain field, he knows that his work cannot be done or replaced by someone else, so he will take the best version of himself and receive 100% of it.

Achieve the development and evolution of the worker throughout his stay in the company, not reaching stagnation, monotony and routine. The company must be constantly training its employees and affected new processes, innovating and moving forward.

In this way the employee is in continuous learning and continuous evolution, he feels his own personal development and growth both personally and professionally.

What is more, talent management is also connected to well-being in the company. Employees must develop their abilities to form a good team, collaborate and reach a good final result together. The worker has to find also the well-being in the enterprise with the rest of workmates and create the best atmosphere between them.

Furthermore, it is necessary to point out the importance of "leaders". In the end, the one who runs the team and the way they do it is the one who bears much of the responsibility for the end result. Establishing good moral values in the company, a good working method and company culture is essential. Transparency among staff is a key piece as well.

## 2.4. Talent management initiatives

Tom Haak (yr), from HR Trend Institute, finds six talent management trends that from my point of view need to be addressed.

### 1. A focus on today, not on the future

Instead of trying to look for talent management applications that have it result in the long term, we can try to apply some that influence the short term.

Some of them are to give teams of high potentials responsibility for the development of new markets and to put the best people of your team on the most important jobs and let them show their best.

### 2. From a standard to an individual approach

The most important trend in HR is individualization. The way organizations treat employees, is lagging. Employees are more and more expecting the type of experience they have as consumers, in the workplace.

### 3. Blurring boundaries between internal and external

Organizations limit themselves unnecessary, if they focus too much on developing and retaining the talent on the payroll. You can make your talent pools larger, if you include talent elsewhere (at suppliers and partners, in the group of alumni, the self-employed professionals who work for your organization).

#### 4. More focus on teams

Most of the HR practices, including talent management, are still very much focused on individuals. Developing and strengthening talent teams is still an underdeveloped practice but will get more attention in the coming years.

#### 5. The talent experience is important

On Twitter, there is a hashtag #myfirstday. People post photos of their first day in the new job. The employee experience better be nice! People like to share experiences, and the more positive experiences they share via social media, the better for the employer branding. Do you know what the experience of your talent is? Do they share heroic stories via Facebook and Instagram? How does the talent experience your company provides score on a scale from 1-100?

#### 6. A more organic approach to talent management

Planning and control are overrated. Most talent management programs cost a lot of money, and do not deliver on the high expectations. Talent in their organization often starts initiatives without any corporate involvement. The main task of the corporate team is to stimulate and not to stop these initiatives, and not to force them to a global approach immediately. An interesting organic approach.

Nowadays, employment is coming into a new path, where short contracts or partial time ones are getting more importance and use. This is so common in the United States and also in Great Britain, but some studies state Europe should not follow their steps.

From a psychological point of view, this short contracts are not good for the employees, in “family friendly” terms it is anything but flexible. The thing here is the employment it is not permanent, this makes the employee being uncertain about his or her job, as they do not know how much time are they going to be in that company. The future of work seems to be in small to medium sized businesses or self-employed portfolio careers or outsourced workers in virtual organizations.

“Most organizations will have only a small core of full time permanent employees, working from a conventional office. They will buy most of the skills they need on a contract basis, either from individuals working at home and linked to the company by computers and modems (tele-working) or by hiring people on short-term contracts to do specific jobs or carry out specific projects. In this way companies will be able to maintain the flexibility they need to cope with a rapidly changing world”.

Book Creating Tomorrow's Organizations (Cooper and Jackson, 1998)

Another aspect to have into account is the introduction of new technologies and software in the companies, it is increasingly common to work from home with your own laptop, by video calls and all the tools the company gives each of his employees.

Working from home leads to social isolation, this is a negative aspect that will be addressed later as it has to deal with COVID-19, it is one of the main disadvantages the virus incurs.

Here, comes into play Human Resources Digital transformation, which is the process of changing operational HR processes to become automated and data-driven.

According to Deloitte's 2017 Human Capital Trends report, "It's about HR teams taking up the dual challenge of transforming HR operations on the one hand, and transforming the workforce and the way work is done on the other".

But, HR transformation into a digitalized way is not an easy work, in order to ensure a successful start in HR digitalization the company has to make sure to establish a clear goal, get everyone on board, keep things simple, prioritize ideas, assess performance, and create the right culture.

Additionally, in the following figure we can visualize that an organization does not go from being barely digital to being fully digital overnight. These kinds of changes that are true transformations actually take time. So here there a six stages model about how digital transformation is carried out.



Figure 4: six stages of digital transformation

Source: AIHR digital, based on The Six Stages of Digital Transformation by Brian Solis, Altimeter

Whether we like it or not, HR digital transformation isn't optional. In a world that's digitalizing at a fast pace, with consumer-slash-employees that don't know any better than for virtually anything in their lives to be digital, HR and employers simply can't stay behind.

However, workplace technology also affects physical working conditions increasing the temperature of the working area and the noise levels at home. It may also deprive workers of the psychological need and satisfaction of physically handling things such as documents, files and so on.

All this problems developed will be discussed later when dealing with employee wellbeing and tele wellbeing.

### **3. Impact of COVID-19 on talent management**

As mentioned before, prior to introduce the concept of employee wellbeing value and tele-wellbeing it is preferable to deal with COVID-19 consequences itself.

We are currently experiencing a generalized economic crisis that has made different departments of the companies, both at the management, marketing, and Human Resources levels begin to worry and see the need to apply serious measures to manage what is coming.

Managing employee talent has become a cutting-edge topic and has established itself as a key strategy for most organizations. Despite the current economic market conditions and being immersed in a time of economic crisis openly recognized by all sectors of society, companies must redouble their efforts to manage and retain the talent of their employees.

Nowadays, Human Resources departments appreciate and are increasingly aware of the value that the success of talent management strategies and practices brings to the company. For this reason, they are beginning to have a greater relevance.

The success of these management strategies is strategic in an adverse economic climate such as the current one, and it is an important key to business development, since it brings benefits in terms of cost reduction and increased productivity. Thus, we conclude that the return of talent management has the power to drive the pace of the organization in all business climates. These may not follow the same guidelines for global business growth, but it is true that they contribute to job creation and require talent management to guide the hiring process and subsequent job performance.

Despite being in an adverse economic situation, manifested by indicators such as the decrease in net job creation or the increase in unemployment, it is an irrefutable fact that companies continue to hire even in times of crisis. Net job creation can be zero or negative, but there is an increase in gross job creation, as the labor force shifts from the sectors most affected by the crisis to those that are still experiencing growth.

To consider this matter, the document named “Impact of COVID-19 on people management by Willis Towers Watson” by Willis Towers Watson teams have focused on identifying the information and support needs that their clients require in the face of their concerns in the area of people.

### 3.1. How do we manage talent and leadership in times of crisis?

1. To face the crisis as a defining moment of leadership by being transparent, showing empathy, creating trust, motivating, energizing and protecting employees in the new context.
2. Make objective decisions that, despite the impact in the short and medium term, allow safeguarding the sustainability of the company in the long term.
3. Focus on the well-being of employees and the company to protect, preserve and generate value for human capital.
4. Involve and motivate all parties impacted by the crisis, understanding their changing needs and priorities.
5. Adopt an agile and continuous learning mindset to adapt and respond efficiently to changing circumstances.

### 3.2. Communication

Communicate openly and clearly the organization's situation, priorities and measures for the coming months. All the world is aware of the impact that the pandemic and growing uncertainty have on the economy, thus keeping silent or minimizing risk increases staff anxiety and undermines productivity.

As they stage the return to work, organizations should seize this opportunity to step back and make sure that they are creating clear connections across individual jobs, team objectives, and the organization's mission. To strengthen the link between belonging and organizational performance for this they must enable a deeper connection by drawing visible linkages as to how their contributions are making an impact on the organization and society as a whole.

### 3.3. Be creative

Consider all options, even the least obvious, to reduce costs and avoid layoffs. Take the opportunity to listen to your employees and stay connected with them at this time, learn



about ideas they may have and undertake innovative initiatives that can help maintain the business and take care of the employee experience.

As Thomas Friedman's said in New York Times, humans who want to adapt in an age of acceleration must develop "dynamic stability." Rather than trying to stop an inevitable storm of change, Friedman encourages leaders to "build an eye that moves with the storm, draws energy from it, but creates a platform of dynamic stability within it."

What is more through this crisis, the world has had the opportunity to see the resilience and adaptability of the workforce as workers quickly assumed new roles and even contributed to opportunities in different fields and industries.

Organizations should consider how to encourage and offer opportunities for workers to continue to grow and adapt based on their potential, rather than solely on their existing skills or certifications.

### 3.4. Leadership

Lead by example, putting into practice the measures in the activities and processes that most affect your day-to-day life. Remain calm, analyzing the different indicators of the state of the business and talking openly with customers / suppliers about the situation. Show empathy and understanding.

### 3.5. Measures to manage talent in times of crisis

#### 3.5.1. To improve Employee Wellbeing

- Guide of teleworking, with guidelines and advice on how to work remotely, schedules, communications, tools and team management.
- Flexibility and empathy in the face of the exceptional situation with all stakeholders impacted by the crisis.

#### 3.5.2. To improve employee listening

- Activate the listening strategy. Employees want to be heard and share their views on a regular basis.
- Apply different listening tools to measure the impact of COVID-19: surveys, Virtual Focus Group that allow having objective data to implement grounded action plans.

People are motivated at the highest levels when they can connect their work contributions to a greater purpose and mission. Consider, for instance, how workers at some consumer products companies have found meaning and inspiration in their jobs as their companies increased production of (or in some cases, pivoted to start

developing) disinfectants and sanitizers.<sup>6</sup> People want to contribute to their organizations when they understand how their unique talents, strengths, and contributions are making an impact on larger goals.

#### 3.5.3. To better communicate

- Frequent communications from the leadership team to the entire organization with clear status updates.
- Use of positive messages, appealing to the welfare of all, calm and responsibility.
- Special attention to communications with sick people or with sick people close to or under their care.

If organizations can better understand their workers, they will be able to more effectively develop targeted programs and policies that bring out workers' personal best while affording them the health protections they need to safely do their work.

#### 3.5.4. To be ready for the new normal

- Digital Skilling / Reskilling with specific content for each employee so that they can develop functional skills and "soft skills" to return with full productive capacity.
- Creativity for innovation: programs to generate value through innovation with teams working remotely.

## 4. Employee Wellbeing value and Tele Wellbeing

### 4.1. Concept

First of all, it has to be defined each of the concepts that we are going to deal with.

The concept of wellbeing includes concepts of psychological and physical health. According Arnold they can be distinguished between subjective and psychological wellbeing.

Subjective wellbeing focuses on the affective (hedonic balance; balance between pleasant and unpleasant affect) and cognitive (life satisfaction) components of wellbeing). "Psychological well-being draws on various conceptualizations of mental health".

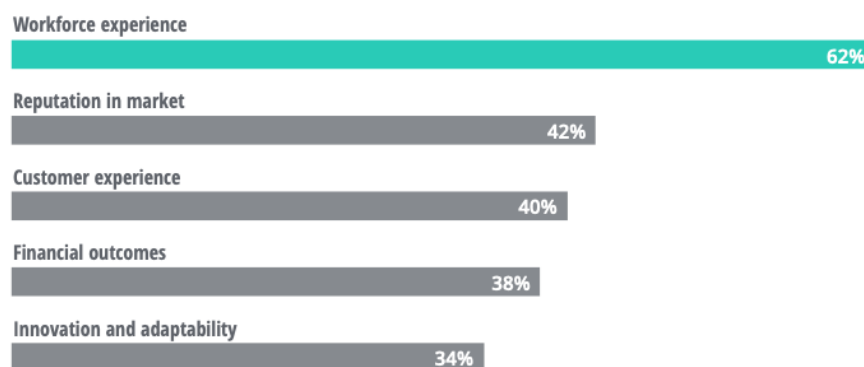
"Wellbeing had the largest gap between importance and readiness across this year's trends, with 80 percent of organizations saying worker wellbeing is important or very important for their success over the next 12-18 months, but only 12 percent saying they are very ready to address this issue."

What is more, tele wellbeing is another key concept that is taking more importance nowadays and that should be mentioned here.

The main goal of tele wellbeing is to improve people's lives through lifestyle habits. What is more Teleworking has been defined as a flexible work arrangement in which workers work in locations, away from their headquarters or production facilities, without personal contact with co-workers, but with the ability to communicate with colleagues working using ICT.

### **Well-being drives improvements in workforce experience more often than any other business outcome**

Which of the following are most (positively) impacted by your well-being strategy? Select all that apply.



Source: Deloitte Global Human Capital Trends survey, 2020.

Figure 5: Wellbeing drives improvements in workforce experience more often than any other business outcome.

Source: Deloitte Global Human Capital Trends survey, 2020

A special article written by Murcia (yr), a Wellbeing Manager at Willis Towers Watson, Employee Wellbeing, Corporate Wellness Consultant and Coach, sparked my attention so to explain on what Tele wellbeing consists.

The 'tele wellbeing' service that Willis Towers Watson has made available to companies free of charge during confinement, already registers more than 3,500 users, an average use of 700 people / day and more than 4,000 interactions weekly, according to data from the entity. Tele wellbeing have tested during the lockdown the lowest importance the tele wellbeing is.

The application encourages users to avoid falling into the three 'sins' that can affect teleworking, which is in fact a learning experience from teleworking: gluttony, which is fought through healthy eating, thus avoiding the dreaded 'assault on the fridge'; laziness, which activates users with videos, tips and practical recommendations to

ensure that they do not sit 90% of their time; and anger, which channels energy positively with yoga activities, meditation, and expert advice on the subject.

In addition to this initiative, encompassed under the motto 'We want to be closer to you', the entity has others such as 'Will care', an exclusive product of life with psychological care expenses for the protection of all clients and employees in these days of COVID -19.

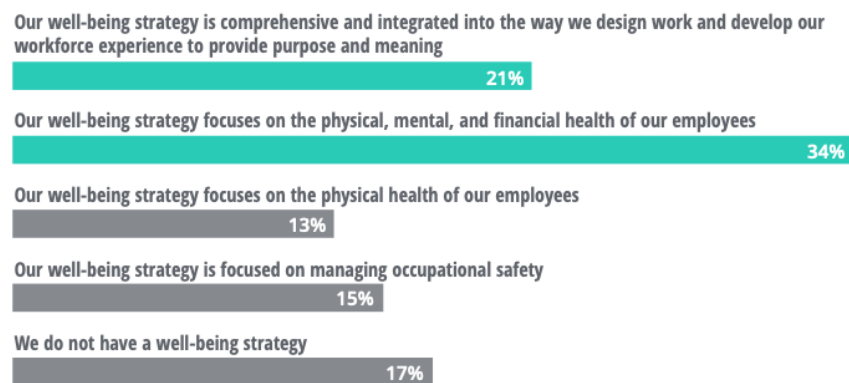
Some guidelines provided by Willis Towers Watson are the importance that employees have emotional training plans such as relaxation techniques, mindfulness and meditation sessions, as well as customized plans for creating habits and teleworking.

It is also relevant that employees have physical training plans such as training sessions from home, stretching and mobility to maintain daily physical activity while this circumstance is maintained.

Likewise, it is important to offer employees nutritional advice to achieve a healthy diet tailored to each one. Therefore, it is very convenient to carry out workshops and healthy nutrition recipes. In the following figure number 6 is showed that wellbeing strategies take a broad view of wellbeing for respondents.

#### **Most respondents' well-being strategies take a broad view of well-being**

Which statement best describes your organization's well-being strategy?



Source: Deloitte Global Human Capital Trends survey, 2020.

Figure 6: Most respondents' wellbeing strategies take a broad view of wellbeing

Source: Deloitte Global Human Capital Trends survey, 2020.

As I mentioned earlier, COVID-19 is the main driver of the arrival of tele wellbeing to our lives. It has put well-being front and center for organizations as physical, mental, and financial security became paramount. The pandemic has put more hours into the working day, creating exhaustion and burnout and simultaneously exposing the stress that many workers face in balancing professional and personal demands, as personal

commitments and roles (such as being a parent or caregiver) could no longer be separated from work. Many workers are experiencing burnout exacerbated by COVID-19 which makes well-being a top priority in any organization's return-to-work approach.

## 4.2. Evolution and trends of Wellbeing

From 1990 to 2000, workplace wellbeing promised to lower corporate health care expenditures by investing in preventive health, educate employees on healthcare consumerism, and manage chronic and catastrophic health conditions.

The program here was health risk assessment together with biometric screening and telephonic health coaching and/or targeted interventions, giving the result of a premium discount.

Then, starting the decade of 2010 till 2017 the target was different, it was composed by outcomes based programs with biometric screenings, telephonic health coaching, gamification (corporate health challenges and competitions), fitness device integration, ROI to VOI, "Wellness" to "Well-being", stress management and emotional health and Financial wellness.

Nowadays the line between work and life is sometimes difficult to state, as they sometimes overlap each other, so this provides a robust suite of well-being programs focused on physical, mental, financial and spiritual health is becoming a corporate responsibility and a strategy to drive employee productivity, engagement, and retention.

**Percentage of organisations who offer a workplace wellness program**

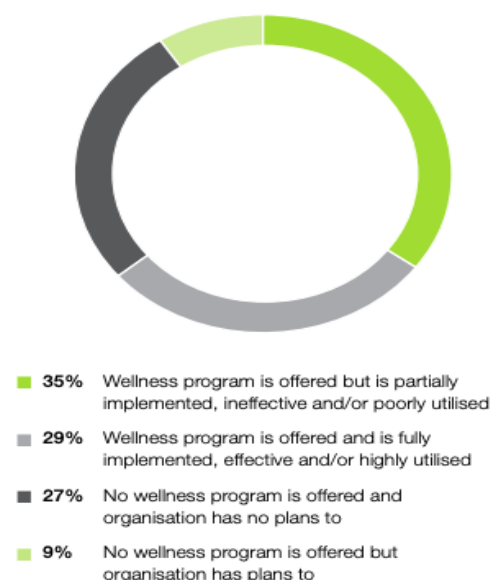


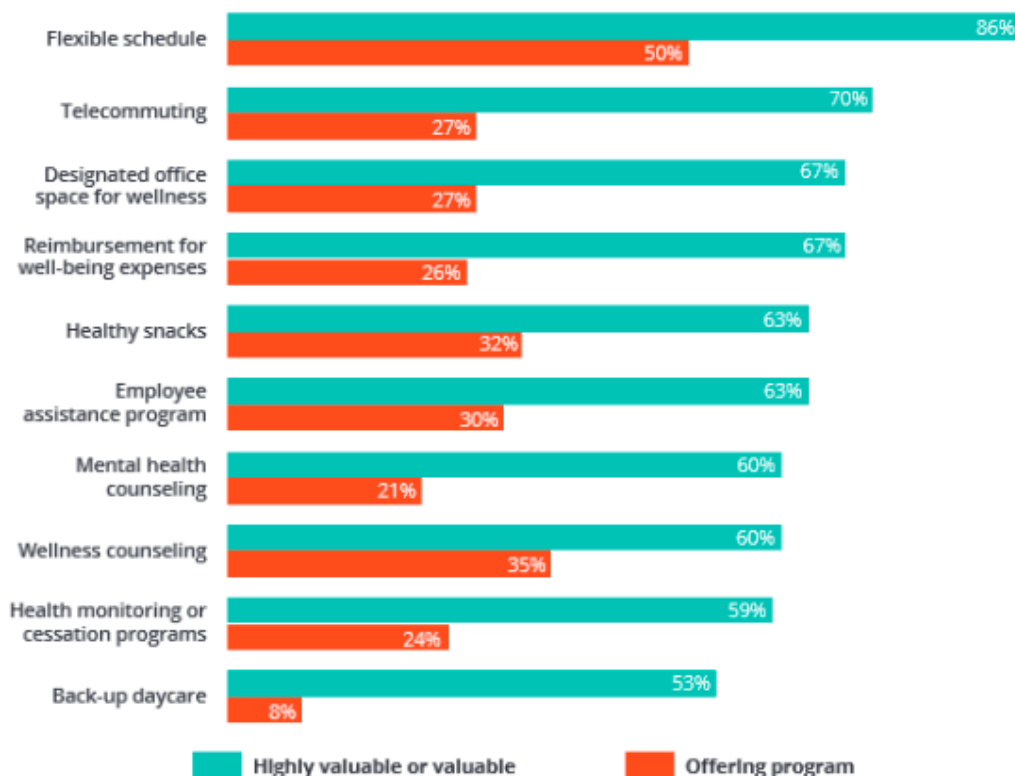
Figure 7: Percentage of organizations who offer a workplace wellness program

Source: Robert Walters whitepaper the value of promoting employee health and wellbeing.

Furthermore, dealing with the trends of wellbeing, there are some that must be highlighted on this document, in order to later understand the future that wellbeing will follow.

- Employee well-being is emerging as a strategic business priority, it focuses on company values, attraction/retention, productivity, business outcomes
- A decline in programs designed to reduce health care expenditures
- Modern programs are focusing on emotional health, financial wellness, mental health, mindfulness, sleep, and stress.
- Nutrition and physical activity are also key components.
- Corporate initiatives, such as inclusion & diversity and social responsibility are being rolled into wellbeing programs
- Programs are high-touch and truly personalized, focusing on digital resources as well as work environment.
- 2/3 of organizations state that well-being programs are critical part of brand and culture, and yet there is still a significant gap between what employers offer and what employees want.

**Figure 1. Well-being: What employees value vs. what employers offer**



*n* = 11,070

Source: Deloitte Global Human Capital Trends survey, 2018.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)

Explore the data further in the **Global Human Capital Trends app**.

Figure 8: Wellbeing: what employees values vs what employers offer  
Source: Deloitte Global Human Capital Trends survey, 2018.

So what is on trending topic right now dealing with wellbeing trends is to establish flexible work policies, paid family/parental leave, student loan repayment programs, volunteer programs, corporate responsibility, career development, work environment that means collaboration spaces, meditation rooms, green buildings (green walls), onsite fitness centers, healthy food options, onsite “self-care” (massage, acupuncture), coaching and focus on performance, company values, attraction/retention.

### **4.3. Inclusion in the company and human resources**

#### **4.3.1. Wellbeing**

Wellbeing management is an easy concept to understand but not so easy to apply, sometimes it is necessary to provide guidelines for its implementation. The goal of this procedure is to achieve a positive impact in the company, the believe that the whole wellbeing is only attainable if the company fosters health between all its employees through some of the following measures.

#### **1. Planning the approach**

First of all, as in every single procedure we have to do some brainstorming to think well about how are we going to carry out the desirable initiatives and attach them well. To make all this possible we must think about the main drivers for implementing a strategy, what are the needs and desires of the employees and which is the actual existing plan.

#### **2. Approach to the management of the company**

It is crucial that the leaders of the company become aware about the specific plan that is going to be carried out, they must know exactly what the plan is and in what consists in order to carry out its proper implementation. Some key factors to take into account are demographic data and necessities of the employees, in order to know them better and be able to satisfy them and also know well the initiatives already existing and improve them the most.

#### **3. Development of the strategy**

Once we have clear the ideas we want to implement, we can proceed to define the vision and objectives we wish to remark. By that time, we will have carried out a deep research on wellbeing.

We should fix a budget to be aware of the exact amount of money we will need to cover all the needs and the resources required to fulfill all our expectations.

What is more, expectations must be also arranged, and some individuals should be selected in order to deal with the main responsibilities of the strategy, in this way we will make sure that everything is going to work in its proper way and it is going to succeed.

The evolution of the plan must be determined. A continuous monitoring has to be done to know everything is moving on. Wellbeing program success has to be measured and the company has to take care about what initiatives are working and which ones have to be changed. The election of the appropriate initiatives is a key factor, they can have a great impact on the final result of the program applied. In addition, you can look for associates, as many companies have external suppliers or from other organizations.

#### **4. Launch of the plan.**

Once only the strategy has been developed and approved, it has to be told to the employees, so it can be done in several ways.

- A diffusion event can be done, as a way of marketing with emails, adds, social media posts and information days for the employees.
- Informing the personnel about real changes already made.
- The creation of a periodic bulletin specialized in wellbeing policies and its benefits.

#### **5. Review and update**

The wellbeing program has been done in the correct way so we should revise it time by time to make sure that the results and the methodology is following the right way. Then if something is not going well, we should try to figure out why and what is the cause, to make it better.

##### **4.3.2. Tele Wellbeing**

Dealing with tele wellbeing, as the word states, in most cases the teleworker is physically isolated from their organization, raising questions about how teleworkers relate to their colleagues and their organization, and how best to provide the necessary support to ensure satisfaction, well-being, safety and teleworker performance.

Therefore, providing the necessary organizational and teleworker support is important to improve the fit between the teleworker and the environment and, therefore, guarantee desirable telework results. Also examine the role of organizational social support and specific support for teleworkers in influencing their well-being.

Organizational social support and teleworker support are associated with higher job satisfaction and a reduction in psychological stress. This brings with its positive results



for teleworkers, including greater job satisfaction, performance, autonomy and reduction of work-family conflict.

On the one hand, tele wellbeing brings advantageous relationships between the teleworker and its organizational results, including perceived productivity, improved organizational retention and engagement, and improved performance within the organization.

What is more, it reduces exposure to commuting, increases leisure and catering opportunities due to greater flexibility and control over when work is done, and provides reduced work pressure and greater autonomy.

Additionally, telecommuters often have fewer interruptions and distractions than their co-workers who go to the office, giving them a greater opportunity to focus and complete scheduled tasks. Avoiding the stressors associated with shared work environments such as an overabundance of meetings and interruptions.

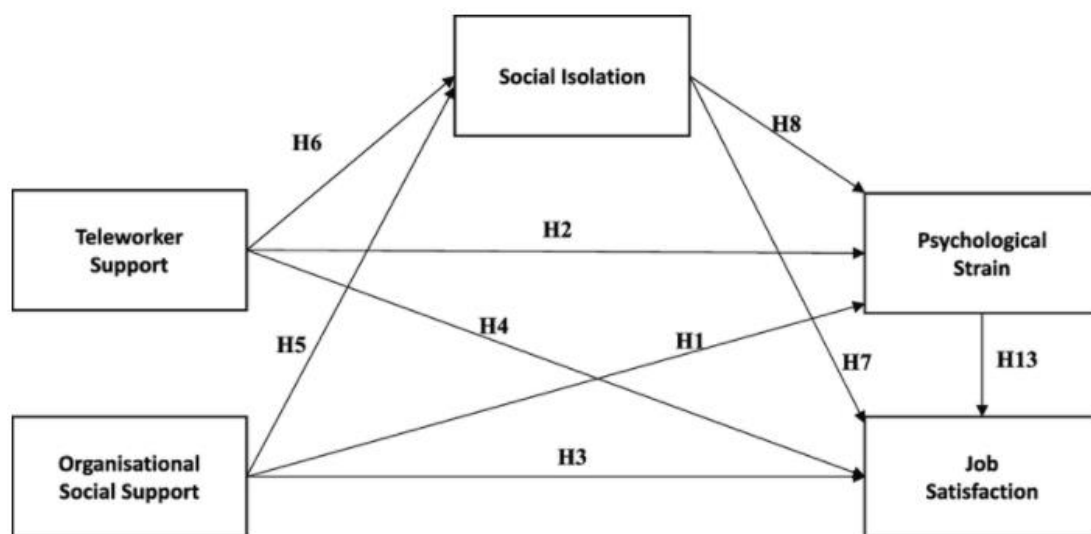
On the other hand, tele wellbeing presents also negative results. Teleworking is characterized by both positive and negative impacts on the tension and/or psychological stress of the teleworker. teleworking can increase workload through extended day role ambiguity and reduce access to social support and feedback, it can cause social isolation or the dissatisfaction from co-workers.

Furthermore, teleworking is a time-dependent concept where the intensity of teleworking exceeds two or three days per week its real time. Adaptation problems between the person and the environment, such as social isolation, can occur when there is inadequate support for teleworkers, who depend on technology and management support to coordinate their activities and collaborate with their co-workers.

Social interaction in the workplace is an important determinant of job satisfaction. Therefore, a reduced frequency of interactions between teleworkers and their co-workers has a negative impact on teleworking job satisfaction. Given these concerns, organizational support is of key importance to improving teleworker satisfaction and well-being, helping to reduce the potential loss of satisfaction and well-being due to the lower levels of social interaction associated with teleworking.

Perceived organizational support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being, while perceived social support refers to how much employees perceive that they are supported by their coworkers and supervisor.

Thus, we conclude that supervised teleworkers are more likely to enjoy less conflict between work and family and higher job performance. Confidence is a key determinant of teleworking effectiveness, and it has an impact on teleworking attitudes and performance in the teleworking environment. Other teleworking support factors are the teleworker's interaction with colleagues and the manager, job resources, support and feedback for teleworkers, supervisor support that reduces stress and increases job satisfaction. Teleworker job satisfaction is expected to increase in the coming years as organizational social support and teleworker support increases, as we can see in the following figure.



- H9. Social Isolation mediating Social Support → Psychological Strain
- H10. Social Isolation mediating Social Support → Job Satisfaction
- H11. Social Isolation mediating Teleworker Support → Psychological Strain
- H12. Social Isolation mediating Teleworker Support → Job Satisfaction
- H14. Different path relationships for low and hybrid telework sample

Figure 9: Diagram explaining relationships between tele wellbeing influential factors

#### 4.4. Uses and applications

When we talk about these types of measures, we are not referring exclusively to worrying about the health of employees. Plans aimed at promoting wellness have a positive impact on both staff and the entire company.

##### 1. Improves the productivity

Those employees who are not physically well or who are not comfortable in the company environment will work less efficiently than a worker who is. Therefore, as corporate wellness implementations are designed to prevent disease and alleviate stress, there is a direct relationship between the level of corporate wellness and overall productivity.

## 2. Increase of the employee quality of life.

These measures have a direct impact on the quality of life of the worker, who, in addition to improving health issues, also reinforces social ties, since many of the corporate wellness measures are designed to be practiced in groups. As I have previously explained, worker wellbeing is not only essential at the individual level but also as a group. The worker must feel comfortable in the team and also feel a fundamental part of it.

## 3. Boost creativity.

In this case, corporate wellness policies are of great importance, since regular physical exercise not only involves preventing diseases, but also helps our heart system to function better, which helps us to think more clearly. Likewise, it has been shown that a physical activity as simple as walking is capable of improve our creativity by 60%.

## 4. Reduce costs.

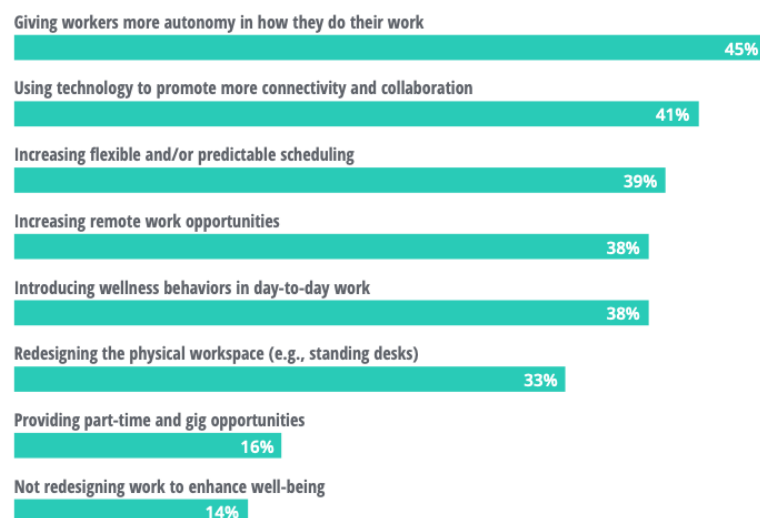
Because we promote the healthy life of our workers, with corporate wellness policies we reduce harmful phenomena for our health.

## 5. Improves the image of the Company.

Corporate wellness policies are the order of the day in the workplace, and more and more companies are concerned about the health of their employees. By implementing these measures, we generate an intangible of great value in the company without the need to increase the wage bill. Those companies that have a corporate wellness plan will be more attractive to attract and retain talent.

### Organizations identified a variety of tactics to redesign work around well-being

How have you redesigned work to promote well-being in your organization? Select all that apply.



Source: Deloitte Global Human Capital Trends survey, 2020.

Figure 10: Organizations identified a variety of tactics to redesign work around wellbeing  
Source: Deloitte Global Human Capital Trends survey, 2020.

#### 4.5. Learning from real practical examples

Whether through wellness or well-being plans, promoting employee well-being and health should be a priority issue in every company, since they are policies that imply a series of benefits that no company should ignore. For this reason, more and more companies are implementing wellness plans. Even more so with the situation we are experiencing today with the COVID-19 pandemic.

So, thanks to some research throughout google looking for companies that had already implemented this features, I found out some enterprises that actually did this wellbeing programs.

Accenture: This company is concerned about the physical and mental health of its workers. To do this, this consultancy offers the employee social assistance programs that support them in issues such as stress, depression or anxiety. In addition, they provide their workers with discount vouchers for the gym and a 24-hour medical assistance number.

Asana: This company takes the well-being of its employees seriously: it offers daily yoga sessions, has healthy catering and coaching workshops. As if this were not enough, they have rooms for employees to take a nap and, by the way, de-stress.

Draper. This company, in addition to teaching Zumba classes, promotes weight loss challenges. These types of activities are designed as a competition, with a cash prize included for the employee who has most improved their physical condition.

Google: The most famous company in the world is also characterized by concern for the welfare of its workers. Medical services, access to sports centers, community bicycles, healthy food ... in this great company it is possible to start a new time like cooking or playing the guitar, and offer resources such as tax advice to all workers who need it.

One particular real example is the one of Cassie, manager of Wellbeing Programs of Columbia Sportswear Company. She has been 13 years in corporate wellness, eight years with vendors dealing with Quality Health Solutions and WebMD and four years on employer side at Columbia Sportswear Company dealing with Educational Background, Psychology & Public Health.

In the following figure, it is shown the process carried out by the company in order to manage with employee wellbeing.



Figure 11: Process that explains how to manage with employee wellbeing

Source: Columbia Sportswear company.

The human resources purpose in the company is to enable and develop a winning team with a passion for active lives. Their vision is to ignite human potential for growth. So total rewards here are:

- Compensation that are salary/base pay, annual bonus and equity.
- Benefits as medical, dental, vision, voluntary, transportation/commuter, 401K and leave.
- Work life are fitness classes, wellness classes, onsite health services, parties, Volleyball, Adventures, Schedule.
- Recognition and rewards: years of service, retirement, peer-to-peer, spot awards, manager recognition and performance.
- Career development as TAP, stretch assignments, learning & development, career pathways and promotions.

What is more the employee wellbeing ecosystem playing an important role. Employee wellbeing initiatives are focused on five main pillars that compose the employee wellbeing ecosystem.

1. Physical: nutrition, movement, sleep, emotional and resiliency.
2. Social: relationship building, collaboration, networking and fun.
3. Financial: financial wellness and confidence, both personal and business.
4. Career: integrated with career and leadership development.
5. Community: connection to a purpose driven community.

Source: Rath, Tom; Harter, Jim; Well Being; Gallup; 2014

Employee well-being leads our total rewards strategies & programs, from here rises the idea of Wellbeing as the Total Rewards Strategy which Cassie Buckroyd, defines as

“Total rewards encompass six components — compensation, benefits, work-life effectiveness, recognition, performance management and talent development — that collectively define an organization's strategy to attract, motivate, retain and engage employees. These components represent the tool kit from which an organization chooses to offer and align a value proposition that results in satisfied, engaged and productive employees who, in turn, create desired business performance.”

Cassie states at the end of her study what she has learned and deducted thanks to her evolution and development in employee wellbeing throughout all these years.

1. Start by seeking to understand
2. Leverage internal relationships
3. Be inclusive and equitable
4. Align your strategy to something bigger
5. Start small, celebrate often

#### 4.6. Advices for an efficient application

1. Organizations must ensure their workplace wellness programs are well established and operational at all times.

For a workplace wellness program to be successful, organizations must ensure that their initiatives are readily available and running smoothly – both at the time of launching the program and on a day-to-day basis. This means that employers must continue to regularly review usage of initiatives to ensure that they are being properly used, and seek input from their employees into which initiatives are valued and which are not.

2. Employers must do more when it comes to supporting health and wellbeing.

Whilst many organizations understand the value of supporting employee health and wellbeing, employers must avoid making the mistake of simply establishing a workplace wellness program and expecting it to be successful without any further attention. Instead, employers must look for ways they can do more to show their commitment to enhancing their employees' health and wellbeing. In particular, training team leaders and senior management throughout the organization to nurture a culture of transparency and support when dealing with health and wellbeing issues.

**How employees would be affected if they experienced health and wellbeing issues but weren't supported by their employer**

I'd start looking for new jobs	54%
I'd take more time off work	48%
I'd put less effort into my work	43%
I'd care less about the performance of the company	38%
I'd start resenting my employer	26%
I'd talk negatively about my employer	13%

Figure 12: How employees would be affected if they experienced health and wellbeing issues but were not supported by their employee

Source: Robert Walters whitepaper The value of promoting employee health and wellbeing.

3. The costs of mismanaging health and wellbeing issues need to be fully understood.

Whilst many organizations understand that offering a workplace wellness program can improve productivity, employers should also be aware of the potential financial benefits a healthy workforce can have on their organization. Ineffectively managing health and wellbeing issues can have serious cost implications and employers need to be proactive about preventing the occurrence of issues by paying proper attention and being better prepared to manage employee health and wellbeing levels.

4. Employers must not lose sight of the individual.

Simply implementing a workplace wellness program – no matter how effective – is not enough to ensure that all employees' health and wellbeing needs are being fully met. Team leaders and senior managers must have regular one-on-one contact with team members in a confidential manner, to keep up to date on how each individual is feeling and what challenges they may be facing both at work and in their personal lives. This will allow managers to adapt their organization's wellness initiatives and working environment to help make their team members feel more supported.

5. A workplace wellness program should not just be the responsibility of the HR department.

To ensure that their wellness programs are successful and highly used, senior leaders must be seen to be the champions of the program by talking openly about the wellness initiatives and their own experiences with the program. In addition, organizations should give employees the chance to help drive the workplace wellness program. This could be achieved by creating an employee group who is passionate about health and wellbeing to own the program, as well as by giving all employees the chance to be involved at various stages of the program, from offering suggestions and implementing the initiatives, through to hosting staff discussion groups and feedback forums.

6. Examine the evidence that supports the case for a workplace wellness program to overcome barriers to implementation.

If a lack of senior management support is preventing a company from establishing a workplace wellness program, other organizational leaders must outline the potential consequences of not supporting workplace wellness – such as high turnover rates – and encourage the examination of scientific studies that show that the cost of not having a workplace wellness program is higher than the cost of implementing one. Where budget is a concern, employers should also remember that a wellness program needn't necessarily include extravagant initiatives such as an on-site gym – employees highly value more practicable initiatives such as flexible working arrangements and generous leave policies.

7. Employers must remember to promote their workplace wellness programs during the recruitment process.

Organizations who promote their workplace wellness program during the recruitment process will differentiate themselves from other employers, and attract a greater share of the top candidates. Employers should therefore include references to their health and wellbeing initiatives in their job advertisements and on their career websites, and openly discuss health and wellbeing during interviews. It is important, however, that the initiatives promoted are consistent with the realities of the workplace wellness program in practice.

8. Organisations could better publicise their health and wellbeing initiatives to existing employees using a range of resources.

Many organizations do not adequately published their workplace wellness program internally to their employees, which leads to under-utilization of the program and a reduction in the benefits and productivity that can be derived from improved health and wellbeing levels. Employers should therefore invest greater energy into promoting their programs to employees, and consider more unusual and impactful methods of communication such as using social media channels and regular leadership briefings on the program's initiatives and up-take levels.

9. A frequent source of stress is trying to separate personal from work space. This requires to stablish clearly what is time for family or others in the home as to what is work space and separate it from domestic space.
10. A structured work schedule is useful so that the workload does not spill into valued family time an "exit time" is essential in homeworking to ensure that work is not regarded by other family members as an intrusion into family life.

If this is not established, then home-working can create a tense home life, leading to arguments and considerable resentment. We will have to learn how to deal with this new way of working from home if we want to avoid the stress it implies.



## 4.7. Future of wellbeing

The 10th annual Optum Wellness in the Workplace study, released in August, also found that more than twice as many employers said workplace wellness and well-being programs are important to their employee benefits mix (77 percent) than did a decade ago (33 percent). The survey, based on responses from 544 companies with at least 100 employees, was conducted from December 2018 to January 2019 and sponsored by Optum, a health services technology firm.

While the percentage of employers saying they offer wellness programs to reduce long-term health care costs has stayed relatively steady over the past 10 years (around 80 percent), other objectives are now viewed as equally important by employers, such as:

- Improve absenteeism/presenteeism (cited by 79 percent of respondents).
- Attract and retain talent (78 percent).
- Maintain or improve employee morale (76 percent).

The survey also showed growth in interactive wellness tools as mobile apps and fitness trackers. Additionally, wellness programs also are expanding to address additional wellbeing factors as mental and behavioral health, which is top of mind for many and women's health services.

What is more, the National Business Group on Health (NBGH), a nonprofit association of large employers, showed that while programs focused on physical health remain the most popular wellness offerings, employers recognize the interrelationship between the physical, financial, work and well-being components of employees' lives.

Employees who need help with their financial well-being are significantly less likely to be physically healthy and more likely to report feeling frequently stressed or anxious, which can impact job performance and productivity. As a result, employers continue to focus on providing programs focused on well-being beyond physical health, including:

- Emotional/mental health (cited by 92 percent of respondents).
- Financial health (88 percent).
- Community involvement (69 percent).
- Social connectedness (54 percent).
- Job satisfaction (25 percent).

"More employers view their investments in health and well-being as integral to deploying the most engaged, productive and competitive workforce possible," said Brian Marcotte, president and CEO of the NBGH, based in Washington, D.C. "Their focus is holistic, with physical health being a component rather than the only priority."

Financial and emotional stress, for example, are major detractors from work performance and employers are doubling down on these areas, he noted.

Mike Shamrell, vice president for communications at Fidelity Investments in Boston, agreed that all dimensions of wellness are important. "It's tough to be well in one area when you're unwell in another," he said.

Employers Broaden Well-Being Programs,  
By Stephen Miller, CEBS September 4, 2019

On the other hand, although corporate wellness plans are designed to promote the well-being of workers through measures focused on improving their physical health, there is a concept used in recent years that has gained strength in the business world: corporate well-being.

Well-being, like wellness, means “well-being” in Spanish, but, unlike the latter, which is concerned with physical well-being, well-being understands health as a whole that includes both the physical and psychological parts. and emotional. Thus, the main objective of this trend is to seek the complete welfare of employees.

As with pro-wellness actions, the measures that we can implement in a well-being program are very varied. Some to highlight include:

Mental health. The main idea of well-being is to place emotional well-being as a fundamental factor in being healthy. Offering psychological assistance, in the same way that many companies offer health insurance, will help employees achieve greater emotional well-being.

Mindfulness workshops. Along these lines, mindfulness is an ideal tool to help the employee improve their reconciliation through a set of practices that include breathing, yoga or meditation techniques.

Telecommuting and flexible hours. Implementing teleworking or flexible working hours are measures highly valued by employees, since they solve a major problem such as the imbalance between work and personal life.

Measures to reinforce a good work environment. By organizing after-work activities and team building activities outside the office, we promote synergy, communication and camaraderie among employees.

Physical activities. By facilitating the payment of the gym for your employees, or by hiring group physical activities, we will be able to release the stress of our staff.

To end with this topic I want to share some valuable opinion from the senior vice president at Fidelity Workplace Consulting who deals with employee wellbeing and its future.

"As more employers recognize the relationship between employee well-being and productivity, well-being programs have taken on an increasingly meaningful role in employers' business strategies," said Robert Kennedy, senior vice president at Fidelity Workplace Consulting. "However, as the benefits landscape continues to evolve, employers need to ensure they are designing their programs to meet the changing needs of their workforce.

"Implementing programs that take a total well-being approach, designing programs for a global workforce and aligning well-being programs with the company's health care strategy are just a few of the steps employers can take to ensure their well-being program continues to deliver maximum benefit to their organization."

## **5. Conclusions and personal reflection**

Employee health and wellbeing is a topic that is critical to business performance right now. Organizations who invest time and resources into their wellness programs now will be better positioned for future success. Productivity gains of up to 15% can be achieved by upgrading the workplace environment. The keys to offering a successful wellness program include the following items.

- Ensuring the program is sustainable and operational both at the time of launch and on a day-to-day basis.
- Having an attitude of 'always doing more' for employee health and wellbeing
- Understanding the costs of mismanaging health and wellbeing issues.
- Keeping a focus on the individual and not just the whole with regular one-on-one contact with employees.
- Monitoring the needs of the workforce and seeking feedback on initiatives regularly.
- Giving responsibility and ownership of the wellness program to people outside the HR department, and ensuring senior leaders play an active role.
- Examining the evidence that supports the business case for implementing a workplace wellness program if there is resistance from senior management.
- Promoting the workplace wellness program during the recruitment process to be an employer of choice and attract top talent.
- Publishing the health and wellbeing initiatives to existing employees using a range of resources other than just intranet and posters.

Implementing policies aimed at the health and well-being of the employee implies a series of advantages of great interest to the company. Either through wellness or corporate well-being, we enhance performance and productivity thanks to the motivation generated by these types of measures.

These measures that represent a change in the culture of our company, since they show a high regard for the employee and his health, which will make the employee, in turn, feel more satisfied and consider the company an attractive place to work . Likewise, synergy and a good atmosphere are favored through activities, workshops or conferences that promote healthy life and group feeling.

So what are the consequences of this change?

Firstly, as more and more people from home, either part-time or short-term, we will be creating more and more "virtual organizations." The big corporate question here is how this virtual organization of the future will handle this dispersed workforce, with communication difficulties already evident in existing organizational structures.

Secondly, given that most families / couples are dual-income or dual-career, how will working from home affect the delicate balance between home and work, or indeed the changing roles between men and women? ? In fact, as employers increasingly seek out and hire "flexible workers," will women be preferred to men given their history of flexibility?

Third, since the industrial revolution, many white-collar workers and professionals have not experienced high levels of job insecurity. Even many manual workers who were laid off in the past in heavy manufacturing were frequently re-employed as times improved. The question that society has to ask itself is: Can human beings cope with permanent job insecurity, without the security and protection of organizational structures, which in the past provided training, development and career? The UK has been moving faster towards the "contingent" workforce than all its European counterparts. And what will all these changes mean for the family in terms of personal time available between partners / spouses and themselves and their children?

What this means is that people in the future will have to take responsibility for their own personal development with regard to their work to balance work and family, and to make better use of available personal time. Since juggling different job demands and potentially a portfolio of jobs can easily lead to a lifestyle of long hours and work addiction, it is important to appreciate the importance of maintaining a personal and family life outside of work. Balancing home and work not only leads to a balanced physical and emotional life, it is also important for business success: adding value to products and services is never fully achieved by becoming a "work obsessive". The future of flexible work doesn't have to be one of "pessimism"; It can be a liberating experience, giving the individual choice and control, but individuals have to arm themselves with the right skills and attitudes and participate in a constant program of personal development.

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