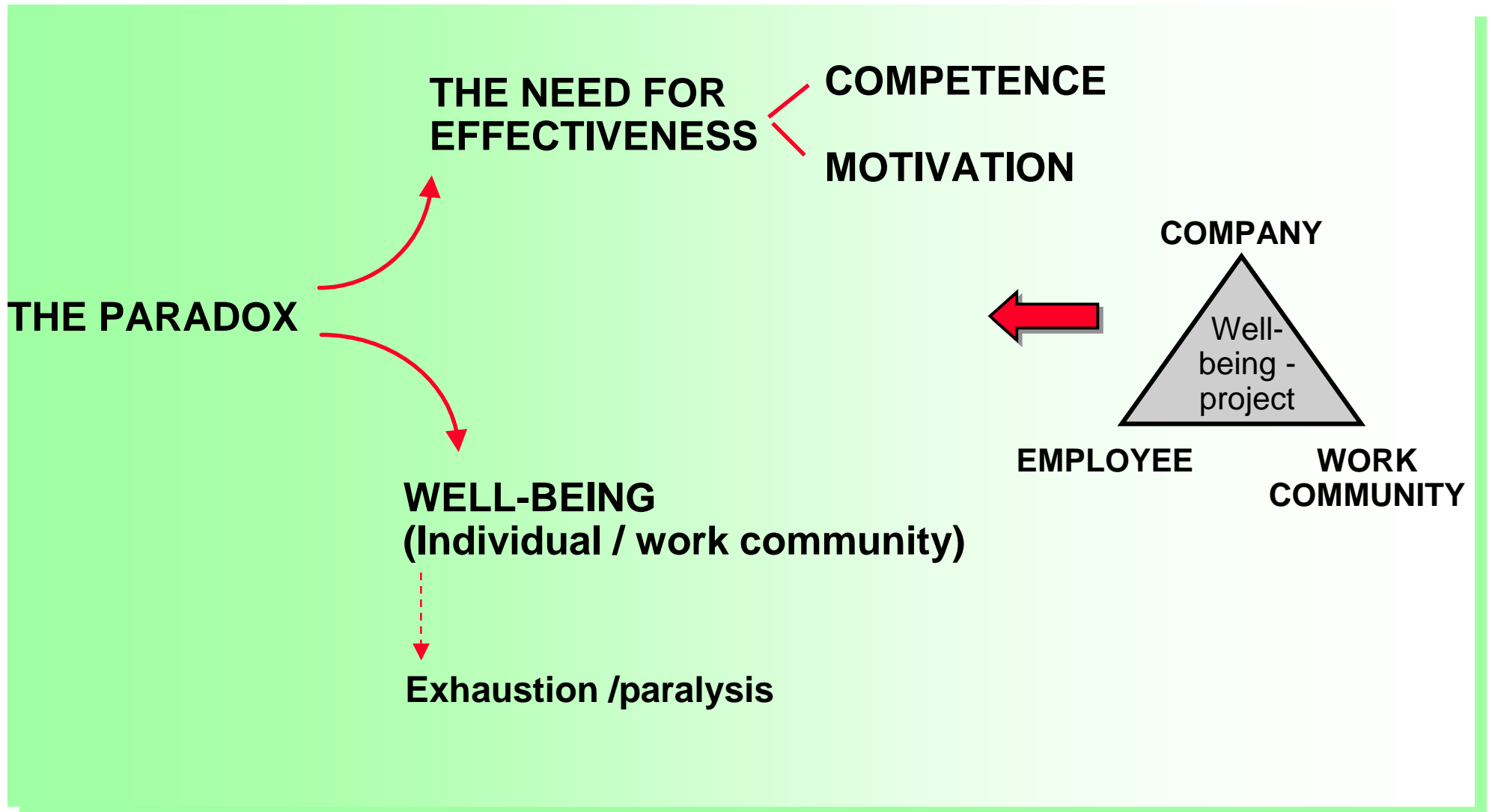


Well-Being -Project in Nokia Networks

Pentti Sydänmaanlakka
10.10.2000, Geneva

**Global Congress on Workplace
Productivity, Wellbeing, Rehabilitation and
Risk Management, Mental Health in the
Workplace**

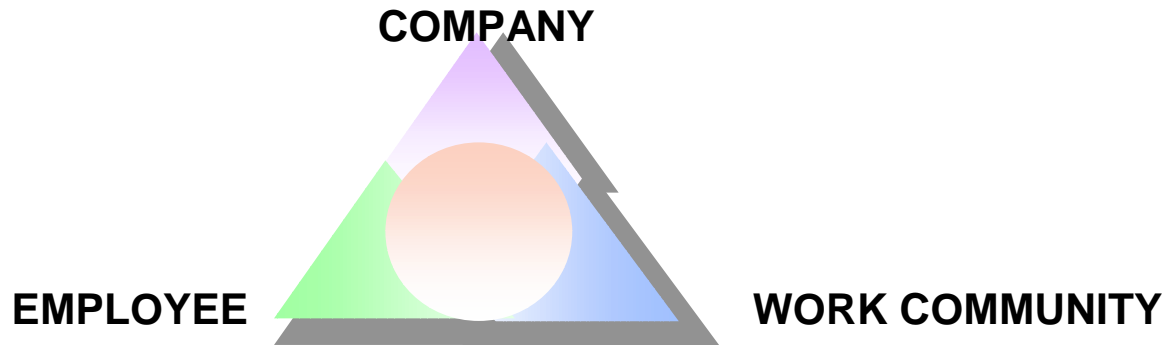
Why do we need well-being -project?



NTC WELL-BEING -project: Objectives

CLEAR BUSINESS DIRECTION FROM THE TOP MANAGEMENT

- Clearly communicated vision and strategy
- Challenging and realistic objectives
- Good management and leadership
Effective feedback-systems: sensitivity to feedback



AN ACTIVE AND HEALTHY EMPLOYEE

- Absenteeism low
- Individual development plans (100%)
- Financial support for well-being activities (ca 1 % of annual payroll bill)

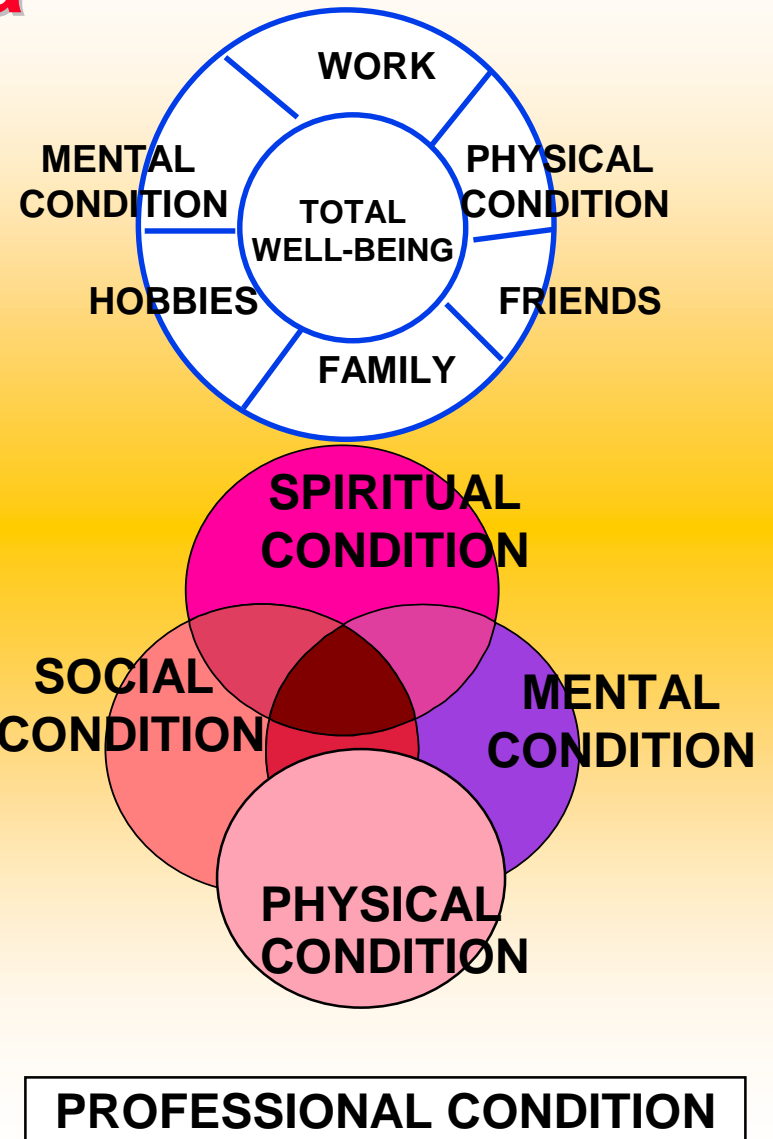
AN EFFECTIVE AND HEALTHY WORK COMMUNITY

- IIP/PEM discussions (100 %)
- Low staff turnover (below country average)
- Employee satisfaction index (improved)
- Leadership assessment (every manager)
- Team assessments

WELL-BEING -project / Nokia Telecommunications

OBJECTIVES OF THE PROJECT:

- encourage employees to take good care of themselves, their family and friends
- improve physical, mental, social and spiritual condition
- activate employees to take interest in hobbies (i.e. sports and other activities)
- AN ACTIVE AND WELL-BEING INDIVIDUAL
- AN EFFECTIVE AND WELL-BEING WORK COMMUNITY



NOKIA TELECOMMUNICATIONS WELL-BEING - project 1997-2000

OBJECTIVES

A healthy and able employee	An active and fit employee	An ergonomic and safe work environment	A motivating and developing work community
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INDICATORS (Examples)

Absenteeism Early retirement Work ability index	Fitness tests (walking, muscle tone, BMI index) The use of hobby and fitness cards Financial support for sports activities (x amount/person) Targeted surveys of physical exercise and leisure activities	Absenteeism due to accidents at work Work-related illnesses Workplace surveys	Low staff turnover rate People Involvement Survey (Satisfaction index) Assessments (leadership, team) Planning and Development discussions Number of training days per person
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ACTION PLAN FOR 1997-2000

NTC WELL-BEING -project

Action plan for Finland 1999

- Project Group will coordinate Finland wide activities.

(Sirpa Isteri, Marita Haikka, Taina Markiala, Katri Mäkinen, Ritva Taipale, Liisa Säteri, Soili Nylander, Anki Westerback, Christel Berghäll, Charlotta Höijer, Pentti Sydänmaanlakka)
- Implementation locally:
Nokia House, Mäkkylä, Pitäjänmäki, Kilo, Tampere, Äänekoski, Haukipudas, Teknologiakylä, Rusko
- Action plans are made locally by responsible HR manager who will coordinate the activities in her/his BU
- All SBU -management teams are recommended to do fitness test during the year and get basic training.
- Well-being **coach -training** for HR-employees, health care employees and selected line managers organized (e.g. Jagdish Parikh -seminars)
- Employee training (3 hours: implementation locally using selected speakers)
- Well-being as a topic included in all management training
- “Senior -voimat” seminars for older employees (50-64 years); INTO 2000 training etc.

FEELING GOOD! NTC Well-being project continues

An example/Kilo 1998

Following events on Well-being will be organised in FAS 1998

- February
*“Success in human relations” ; **Esa Saarinen** the Finnish philosopher discusses on how to manage your human relations. Kilo Auditorium on Friday 13.2 at 13.00-16.00*
- campaign Auditorium*
“The impact of weight on health and well-being”; lecture about weight reducing in Nokia and information about individual project on weight control. Kilo Monday 23.2. at 15.00-17.00
- March
work
*“ Good spirit of business”; **Dr. Heimo Langinvainio** tells how the good spirit in the workplace is created and how it influences to personnel´s well-being and performance. Kilo Auditoriums Mondays 23.3. and 30.3. at 15.00-17.00.*
- April
Theatre: “Korvia kuumottaa” on 14th and 16th of April. Spend a nice evening at the Helsinki City theater (avec).
- June
colleagues.
NTC-Summer party in Mäkkylä . Have fun and start the Summer with your
- August
fitness
Exercise event in Laaksolahti Sport Park on 20 th of August at 14.00-20.00. We will have fun, exercise together, do a walking test etc. Start your program now.
- October
2-3 lectures on well-being
- November
Christmas Party.

Numerous NTC-clubs, our fitness rooms and Kutojantie GYM! All at your

NOKIA

Response to questions: amount of dissatisfied in selected countries

How satisfied are you with your workload? 1995, 1996

I think my workload is excessive. 1998

	1995	1996	1998
DISSATISFIED			
FINLAND	15%	18%	31%
GERMANY	25%	34%	50%
ITALY	33%	33%	59%
FRANCE	28%	41%	52%
UK	21%	22%	32%
CHINA	27%	17%	55%
USA	17%	11%	37%
NTC	<u>17%</u>	20%	38%

change: +21%



NOKIA

Response to questions: amount of satisfied in selected countries

How satisfied are you with your workload? 1995, 1996

I think my workload is excessive. 1998

	1995	1996	1998
SATISFIED			
FINLAND	67%	63%	48%
GERMANY	62%	46%	32%
ITALY	48%	44%	24%
FRANCE	51%	36%	21%
UK	57%	56%	41%
CHINA	47%	47%	24%
USA	65%	74%	42%
NTC	<u>64%</u>	60%	41%

change: -23%



Well-Being -project: Situation Review 98/99

- Started almost four years ago in Finland: situation varies a lot from unit to unit: some success stories, some units have done very little
- Globally we have tried to implement the project almost two years: situation varies a lot from country to country; some skepticism (?)
- **HOWEVER** the wellbeing of our employees has gone down and is clearly under International High-Tech Norm
 - => satisfaction to workload: 17% => 20% => 38% (dissatisfied)
 - => International High Tech Norm: NTC 41% vs. 47% (favourable)

(and this has happened in spite of our project!)
- Project is depending totally on the eagerness of individuals implementing it (motivation + energy)
- A lot of skepticism arising all the time: Is this really part of Nokia way... "You have to walk as you talk."

What should we do?

- 1. Analyze -98 results and also the negative trend; what are reasons behind this?**
=> put some new items concerning wellbeing to this year's survey!
- 2. After this year's survey create concrete action plans based on the results -99**
..... Restarting of wellbeing project!
- 3. Nominate a new project manager and set up a NOKIA wellbeing - steering group**