

# Workplace Wellbeing

HECA Healthy Campus Event  
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# About Learnovate

We are global **experts in education and learning technology** helping our members transform employee, student and customer learning experiences.

Learnovate provides **thought leadership** to the world's edtech, learning tech and learning & development community on the **innovative use of education and learner technology** for maximum organisation and learner success.



# About Learnovate

We are an applied research centre in Trinity College Dublin with 15 years of successful **member-led and European research.**

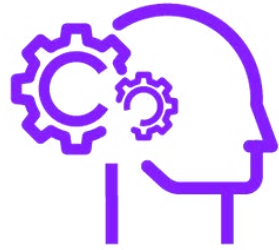
We **tackle challenges** from a learner, business, user experience and technology perspective.

We **empower corporate and education organisations** through the exploration and application of transformative technology solutions.

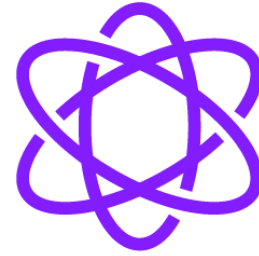




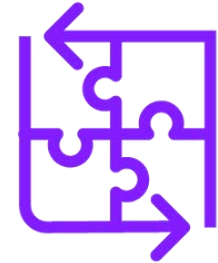
**Innovation**



**Learning**

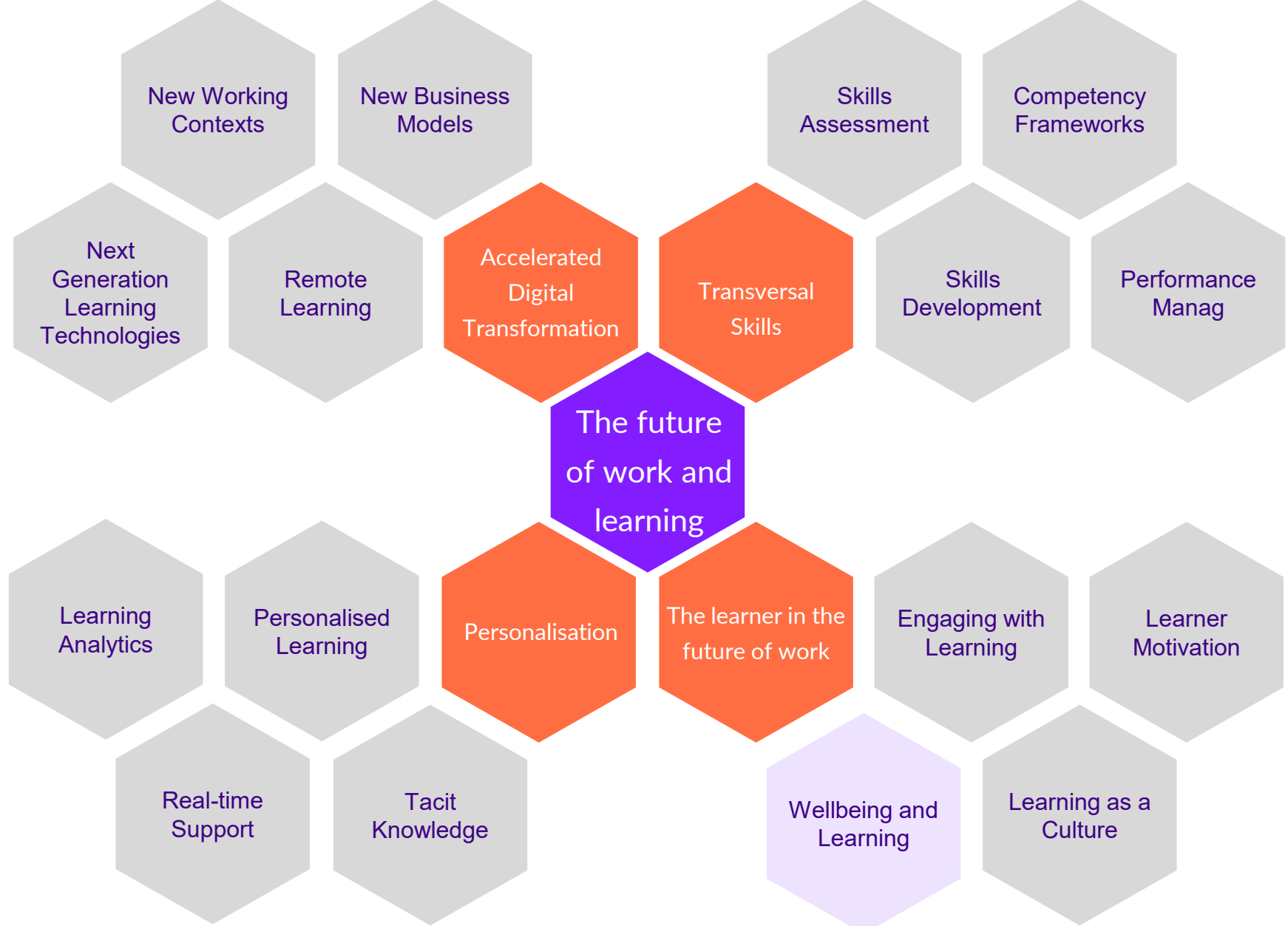


**Technology**



**User Experience**

- Learning Science
- Cognitive Science
- Technology
- User Experience
- Innovation



 Pillar
  Challenge

# Contents



**01.** Wellbeing Research Insights

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# 1. Wellbeing Research Insights

# Research Insights - Context



Levels of wellbeing have consistently decreased over the past 4-5 decades



Employees with good wellbeing levels are more likely to flourish in life and work and are more engaged and productive



Workforce wellbeing and engagement will increasingly become a competitive advantage



There is a shift happening from work/life balance to work/life integration

(not in the least accelerated by the covid pandemic)



Designing wellbeing into work is key for any company-driven initiatives to have the desired impact

# Research Insights – Wellbeing Theories

1

Hedonic vs  
Eudaimonic  
traditions

2

Self-determination  
Theory

3

Positive  
Psychology

4

JD-R Model of  
Engagement

# Hedonic vs Eudaimonic Traditions

## HEDONISM

*Aristippus, 400BC*

*The ultimate goal in life should be to maximize pleasure*

**Hedonic Happiness**  
*Maximizing pleasure, minimizing pain*

We all have a happiness set point

We return to this set point  
All the time

This is referred to as  
**Hedonic Adaptation**



**Both Hedonic and Eudaimonic behaviors are necessary to maximize happiness and wellbeing**



## EUDAIMONIA

*Aristotle, 400 BC*

*The ultimate goal in life is to fulfill one's potential, leading to greater purpose & meaning*

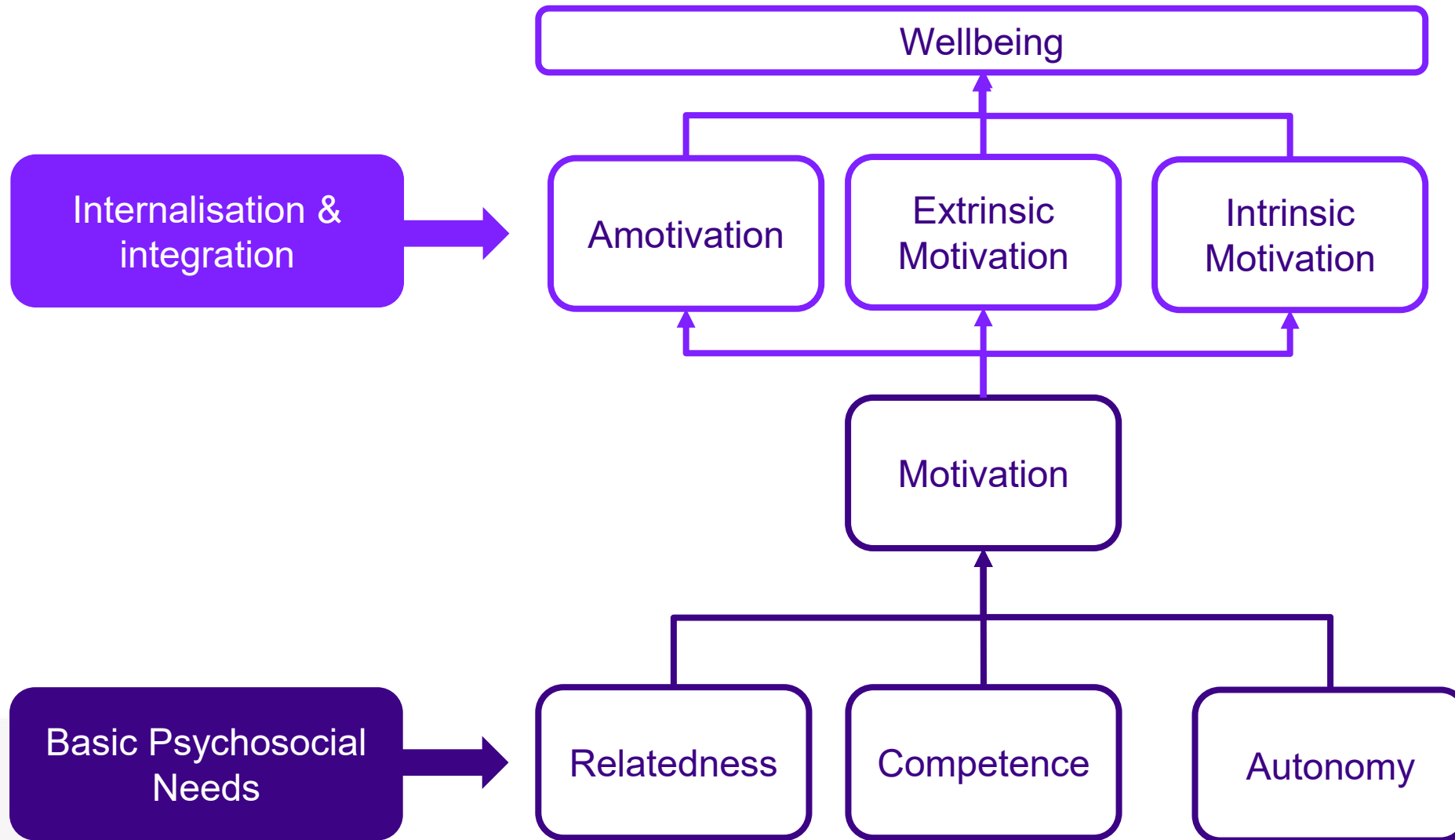
**Eudaimonic Happiness**  
*Striving towards meaning & purpose*

Eudaimonic activities are meaningful activities

They require greater thought

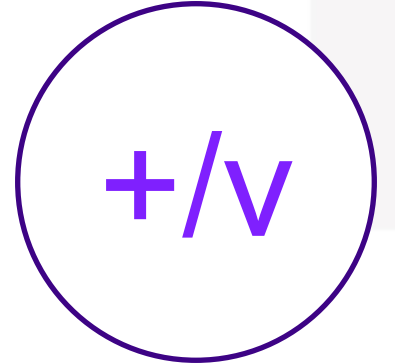
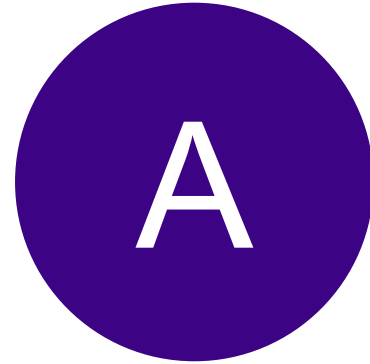
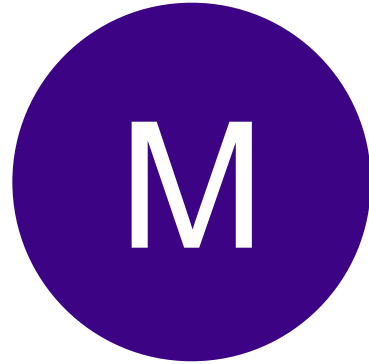
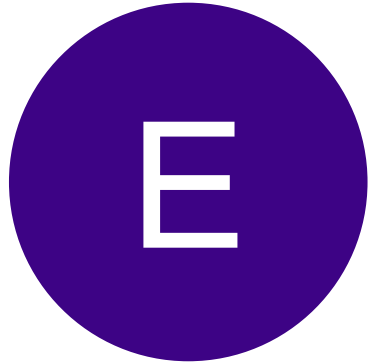
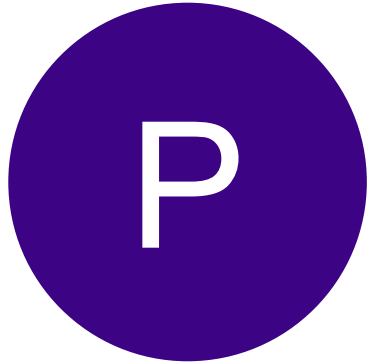
But have a long-term effect on our happiness and wellbeing

# Self-Determination Theory – Deci & Ryan



Deci, E. L., & Ryan, R. M. (2012). Self-determination theory. *Handbook of theories of social psychology*, 1(20), 416-436.

# Positive Psychology – Martin Seligman



**Positive Emotions**

**Engagement**

**Relationships**

**Meaning**

**Achievement**

**Plus/Vitality**

The right balance of heartfelt positivity to build our resilience

The regular development of our strengths – those things that we are good at and enjoy doing

The creation of authentic and energizing and supportive relationships

A sense of being connected to something bigger than ourselves

The self-belief and ability to pursue and accomplish goals

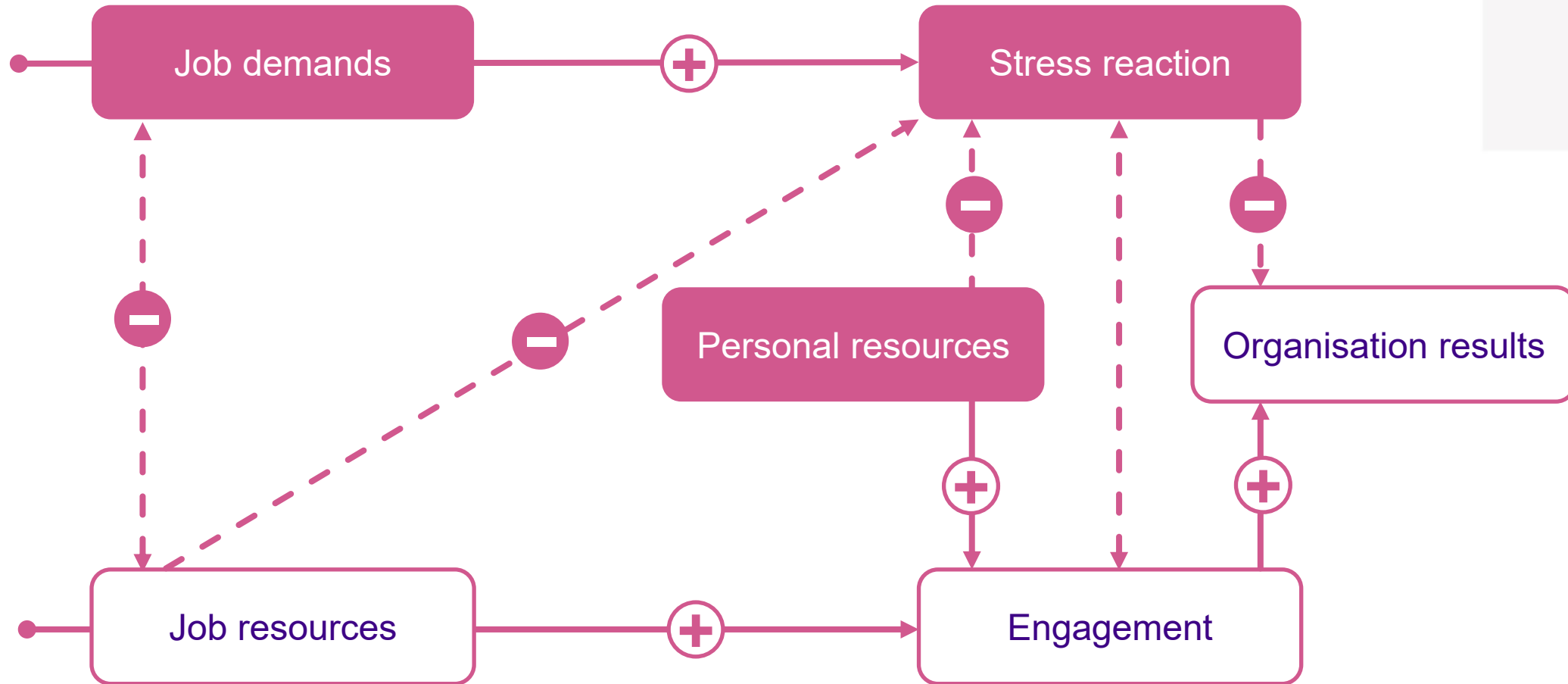
Eating well  
Moving regularly  
Sleeping deeply

Wellbeing is about doing good, feeling good and functioning well

# JD-R Model of Work Engagement – Demerouti & Bakker

Workload  
Work-life balance  
Role conflict  
Etc.

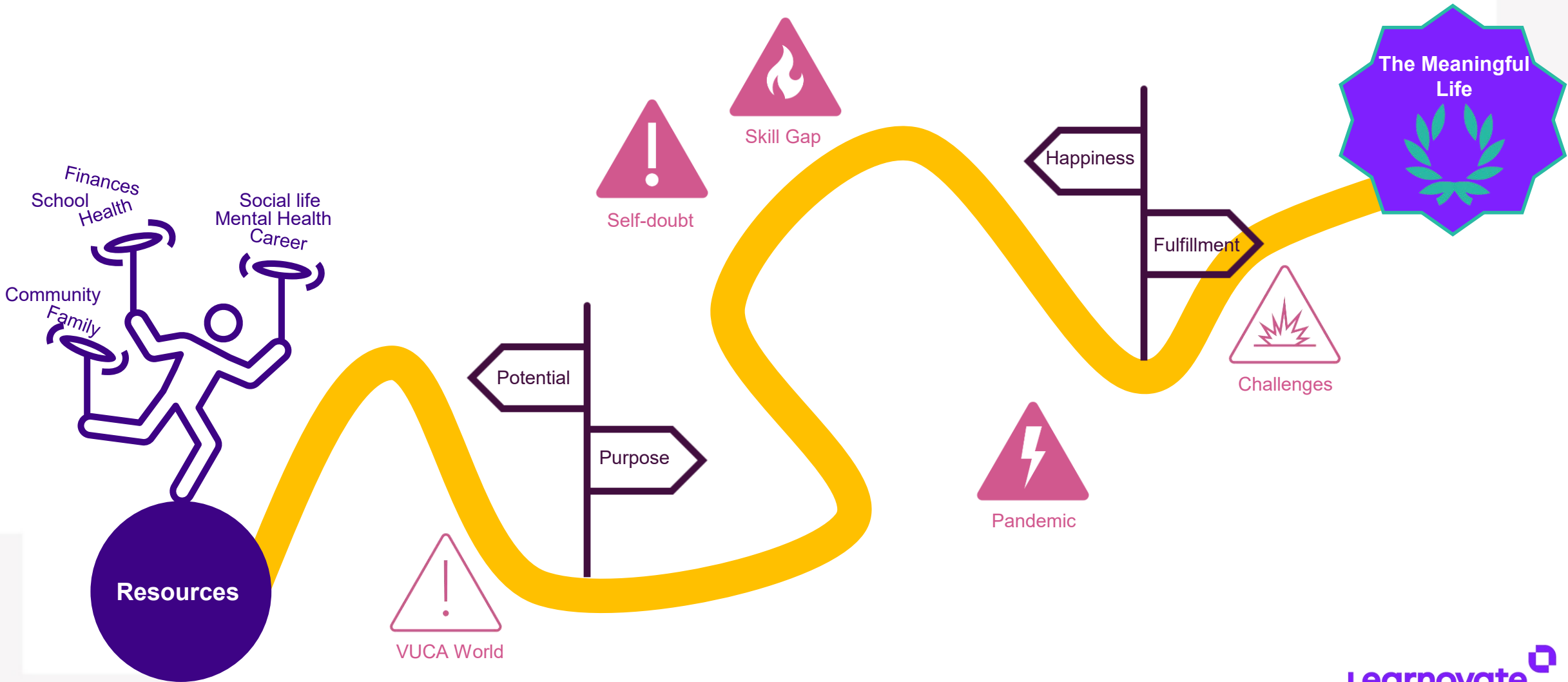
Support  
Autonomy  
Feedback  
Etc.



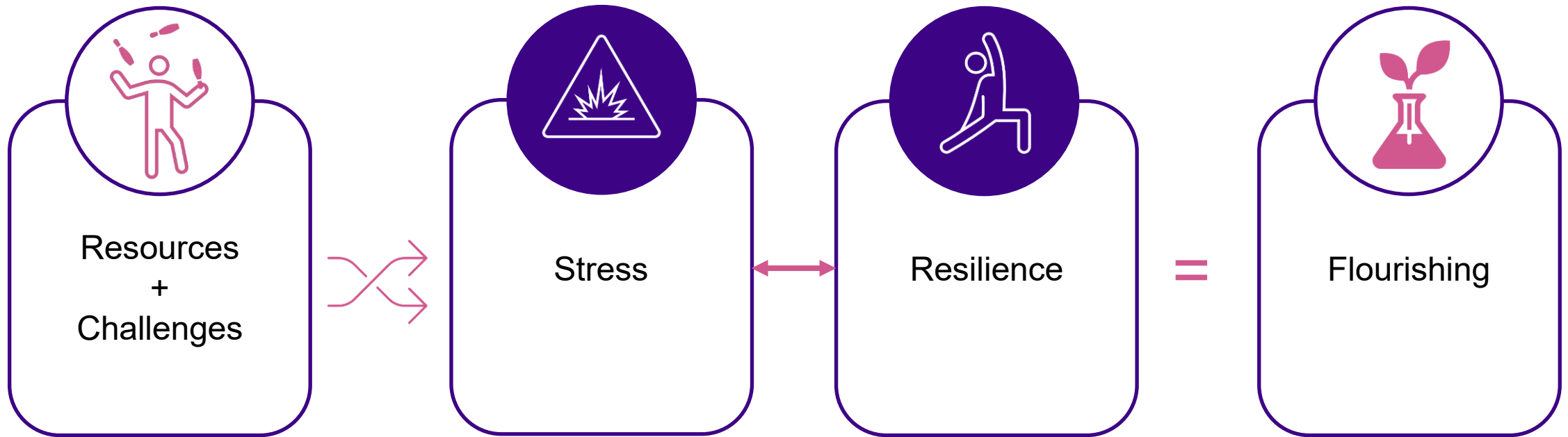
# Research Insights – Wellbeing = Balance



# Wellbeing: The Ultimate Balancing Act



# Resilience is the Antidote to Stress



Continuous **investment** is required to maintain, regain and **improve balance** through **learning new skills**, **sustained practice** and **improving resilience**

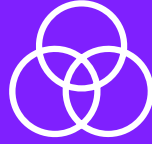
# Work/Life Balance: Boundaries and Integration



Wellbeing is a dynamic construct



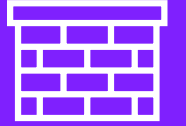
We need and use resources to maintain balance



Crossover and spillover of resources between work and life can have positive or negative effects on wellbeing



Mitigating those effects are key to managing the work/life system



Boundaries and interfaces regulate work-life systems in a way that enhances wellbeing



Defining a successful work-life balance is not solely up to the individual. It requires ongoing negotiation within work and family settings as to how and where boundaries or interfaces should be established

# 2. Personal Wellbeing

# Achieving Wellbeing

## What we want, Don't Want, and Should Want

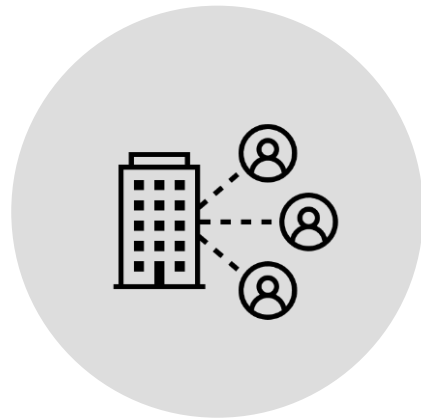


# We all know what makes us happy

## Or do we?



Great stuff



Good Job



Good salary



Perfect body



True love

# We are hardwired to want the wrong things

## Annoying features of the brain

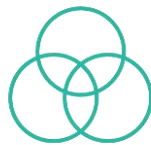
1

Misinformation



2

Reference Points



3

Hedonic Adaptation



4

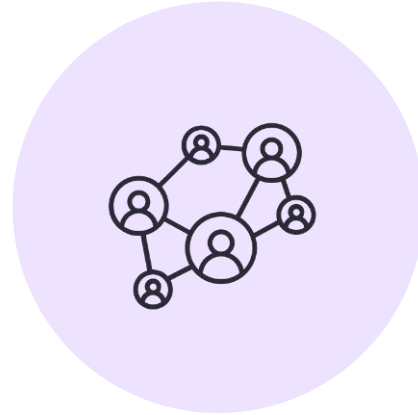
Impact Bias



# Better Wanting – What Actually Makes us Happy



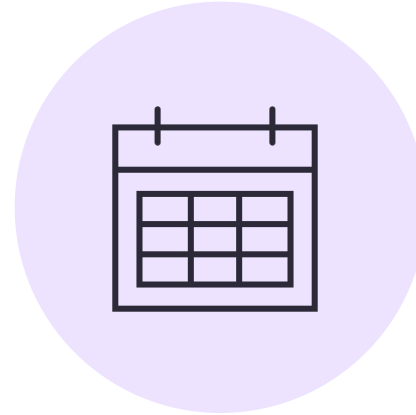
Using our  
signature  
strengths



Social connection



Stop mind  
wandering to  
stay focused



Prioritize time  
over money



Healthy practices

## Situation support

- Fix the bad environment
- Promote healthy environment

## Goal setting

- Specific goals
- Visualize your goal
- Plan your goal realization

## Rewirement practices

Savoring, gratitude, kindness,  
Sleep, exercise, meditation,  
develop signature strengths

# 3. Workplace Wellbeing

# Global Workforce Engagement

21%

**Workforce Engagement**

A 2% drop from the all-time high of 23% in 2022/2023

33%

**Employees Thriving**

\$ 9.6 Trillion in productivity could be added to the economy if the global workforce was fully engaged.

68%

**Wellbeing = Priority**

Low levels of take-up

# A Holistic Organisational Wellbeing Strategy



Hesketh, I., & Cooper, C. (2023). *Wellbeing at work: how to design, implement and evaluate an effective strategy*. Kogan Page Publishers.

# Workplace Wellbeing is Dynamic

Tenets of wellbeing  
in the workplace



Psychological wellbeing



Physiological wellbeing



Societal wellbeing



Financial wellbeing

# A Culture of Wellbeing

Holding up the business end of the bargain

Wellbeing performance impacts company performance

Wellbeing (including work/life balance) is at risk

Wellbeing is a people and performance strategy

Wellbeing requires a strategy

A long-term plan of action for wellbeing to become part of the values and strategy

Success starts with understanding the organizational culture

Engagement is key (and is a real challenge)

How do you shift a Culture?

It starts with leadership

Consider the employee journey

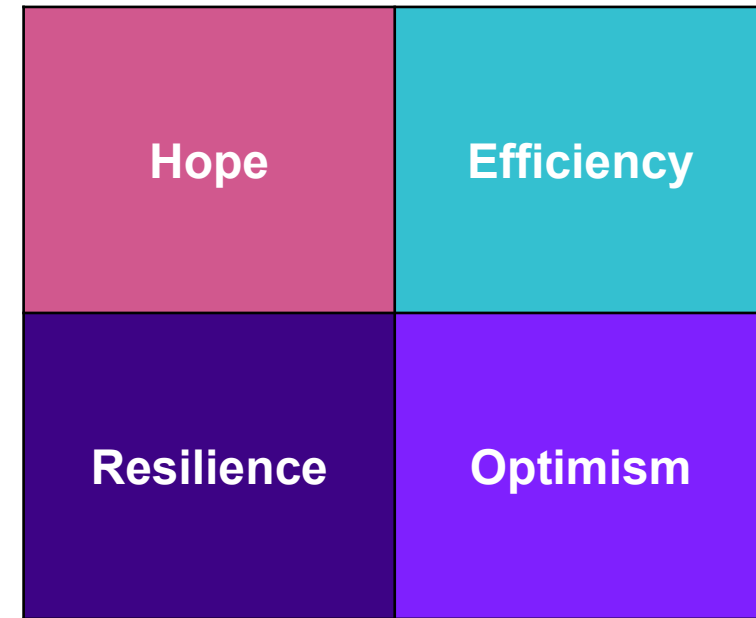
Foster resilience, diversity and psychological safety

# Characteristics of a Culture of Wellbeing

Cultures that invest in:

1. Trust & Respect
2. Fairness
3. Listening/Freedom to express opinion
4. Adding value/Changing for positive

High levels of Psychological Capital



Luthans, 2007 ; Lorenz, 2016)

# What Influences Wellbeing at Work?

Three core employee needs and 8 key factors that influence wellbeing (West & Coia, 2019)



West, M., & Coia, D. (2019). Caring for Doctors Caring for Patients. London: General Medical Council.

# Workplace Wellbeing Strategy

## Sustainable Organisations

Economic  
Performance

Environmental  
Performance

Human  
Performance

Triple bottom line

Thriving at Work

=

mechanism to  
understand the  
human dimension of  
sustainable  
organisations

# 4. Key Takeaways

# Recap

1

Wellbeing is an **ongoing balancing act** between our psychological, social and physical challenges and resources

2

Developing wellbeing requires ongoing investment **to build resilience through developing skills and sustained practice** of wellbeing enhancing habits

3

Our brains are wired to want the 'wrong' things (**miswanting**) and some **rewirement** is required

4

Skills to enhance wellbeing can be learned developed and measured. We should **focus on our core skills** as they contribute most to our happiness

5

(Workplace) wellbeing is a **dynamic and shared responsibility that is regulated by boundaries** and interfaces that need to be negotiated with our personal systems

6

Establishing a culture of wellbeing requires a **holistic strategy** for which both the organisation and the employee feels responsible and accountable



Questions?

Learnovate 

Thank you!



Trinity College Dublin  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

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