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Final version of the CE Digitalisation transnational strategy

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FINAL VERSION OF THE CE DIGITALISATION TRANSNATIONAL STRATEGY

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0.0	13.10.2025	Basic document structure	UNIBO
0.1	24.11.2025	First draft	UNIBO
0.2	25.11.2025	Reviewed	PGKC
1.0	28.11.2025	Final revision and submission	UNIBO

EXECUTIVE SUMMARY

The final version of the CE digitalisation transnational strategy builds on and develops further the concept described in Deliverable 1.4.1, which is also based on the Digi-B-Well methodology reported in Deliverable 1.2.1. The strategy communicated in this document offers a roadmap structure that guides the triple helix organisations (academia, public authorities, SMEs) in their digitalisation transition. This roadmap focuses on eight specific initiatives designed to enhance employees' digital well-being while upskilling leaders and employees in soft and hard skills for the digital era, such as digital mindset, fluency, and data safety.

Structure and Content: The strategy contains seven main sections, beginning with an overview of the strategy's vision, framework, development, and impact. The second to fifth sections report the main contents of the strategy, which refer to the eight roadmap initiatives and the specific guidelines for each initiative that the triple helix can carry out within their organisations. The sixth section elaborates on more specific recommendations that each sector of the triple helix can consider when implementing the roadmap initiatives. The concluding section of the strategy offers a summary of practical guidelines that are relevant to each organisation's implementation of the overall roadmap.

Methodology: To develop the final version of the strategy, Digi-B-Well project partners were provided interview guides, so they can each collect information (qualitative data) among representatives from the triple helix to conduct a SWOT analysis of digitalisation in CE and provide recommendations for the roadmap. Project partners collected the information by facilitating group interviews or focus groups for each sector of the triple helix in their respective regions. In total, 25 group interviews and focus groups were conducted in Croatia, Germany, Hungary, Italy, Poland, Slovakia, and Slovenia. Considering the total number of participants from all countries, almost 200 participants from academia, public authorities, and SMEs contributed to the project's data collection.

Results: After reviewing the group interview and focus group reports summarised by project partners for each organisational sector, the results found many similarities or shared characteristics between countries' responses regarding the requirements ("what") and implementation ("how") of each roadmap initiative. Thus, the results between countries were integrated to create the contents (objective, checklist, general recommendations, practical considerations) of all eight roadmap initiatives found in the strategy. Certain differences were noted, however, on how each sector of the triple helix responded regarding some roadmap activities. In view of these observed variations in answers, specific recommendations targeted to academia, public authorities, and SMEs are also presented in this document regarding the implementation of roadmap initiatives.

Recommendations: Building on the three pillars of digitalisation (business management and operations, digital culture, and the adoption of digital technologies) this strategy provides the triple helix with guidance on managing digital change, diagnosing digital well-being issues, raising awareness of digital transformation, and implementing practical interventions. Considering the needs and resources of each workplace are unique and diverse from one another, this strategy's roadmap can be adapted to the contexts and available capacities of an organisation, allowing multiple solutions and approaches to improve employees' digital well-being.

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ACRONYMS & ABBREVIATIONS

TERM	DESCRIPTION
AI	Artificial Intelligence
CE	Central Europe
CEO	Chief Executive Officer
DT	Digital Transformation
HR	Human Resources
SMEs	Small and Medium Enterprises
TN	Transnational
SWOT	Strengths-Weaknesses-Opportunities-Threats

D1.4.2.

FINAL VERSION OF THE CE DIGITALISATION TRANSNATIONAL STRATEGY

1. OVERVIEW

This digitalisation transnational strategy was developed by the Digi-B-Well project in consideration of the digital transition needs of three target group sectors, namely, academia, public authorities, and small and medium enterprises (SMEs), which are referred to as the triple helix. Central to the digital transformation efforts of these organisations is the successful adaptation of employees to digital changes in the workplace that can impact both their job performance and individual well-being. The importance of employees' well-being can be easily overshadowed by other business priorities during the organisation's digital transformation. Thus, this transnational strategy addresses such digitalisation issues by providing a structured roadmap, with a **vision to enhance the digital well-being of employees.** This complements the digital transformation of the triple helix through adapting management, operations, governance, culture, and digital technology adoption.

Roadmap framework

The roadmap follows a human-centred approach to understanding digital well-being. It is not solely based on an evaluation on how digital technology improves organisational productivity and work performance. But it especially considers employees' subjective or personal experiences with workplace technology by realizing both the perceived benefits (digital strengths) and drawbacks (digital challenges) that digitalisation brings to individuals and their work activities.

The roadmap also uses a multilevel perspective of an organisation to enhance the digital well-being of employees. This perspective acknowledges that employees' personal experiences with digital technology can be caused and/or influenced by factors coming from different levels within and outside an organisation: **individual employee** (*digital competencies*), **work group** (*digital team processes*), **manager/organisational leader** (*digital management*), **overall organisation** (*digitalised operations*), **organisational technology** (*digital infrastructure*), and **national context** (*digital legislations*). By recognising how factors from varying organisational levels can lead to different employee experiences with digital technology, the roadmap adopts an inclusive, transparent, and realist approach to promote digital well-being in the workplace.

Roadmap development

The roadmap was created by integrating expertise and perspectives of its target groups in seven countries: Croatia, Germany, Hungary, Italy, Poland, Slovenia, Slovakia.

Specifically, Digi-B-Well project partners collected data from representatives and experts of the triple helix in their respective countries during group interviews and focus groups, where they discussed issues and experiences with digitalisation and digital well-being in the workplace. A total

of 25 group interviews and focus groups were conducted by project partners, with around 2-4 participants taking part in smaller group interviews and 8-20 participants taking part in larger focus groups.

- Participants representing academia came from both public and private universities, as well as from public research institutes
- Participants representing public authorities came from local, regional, and national government offices
- Participants representing SMEs were either business owners or employees from varied industries: service industries, IT, manufacturing, trading, finance, e-commerce, gastronomy, agricultural services, culture, and heavy industry

These gathered information were comprehensively analysed to identify the strengths, weaknesses, opportunities, and threats of digitalisation encountered by the triple helix in their regions and were taken into consideration in the development of this strategy's roadmap.

Roadmap content

This roadmap is divided into 4 activity phases, with each phase containing a mid-term goal that organisations are expected to achieve, in alignment with a long-term goal of sustainable digital well-being promotion in the workplace. To achieve these goals, specific initiatives are outlined in each phase of the roadmap for organisations to carry out. The 4 activity phases, along with the corresponding mid-term goals and initiatives, are summarised below.

Long-term Goal: **Sustainable digital well-being promotion in the workplace**

ACTIVITY PHASE 1: AGENTS OF DIGITAL CHANGE

Mid-term Goal: Assign leadership responsibilities in the organisation's digital transformation and digital well-being efforts	*Initiative*: 1. Digital Change Leadership

ACTIVITY PHASE 2: ASSESS

Mid-term Goal: Assess the state of digital well-being among organisational employees by understanding the balance of digital challenges and digital strengths within the workplace	*Assessment Initiatives*: 2. Workplace Evaluation 3. Analysis of Digital Transformation Capacity

ACTIVITY PHASE 3: AWARE

Mid-term Goal: Raise awareness of the organisation's digital transformation objectives and promote digital well-being, encouraging all employees to play an active role in the change process	*Awareness Initiatives*: 4. Organisational Communication 5. Managerial Support

ACTIVITY PHASE 4: ACT

Mid-term Goal: Take action to support the digital well-being and sustainable digital transformation of the organisation	*Action Initiatives*: 6. Planning the Action 7. Implementing the Action 8. Monitoring & Sustaining Positive Impact

The roadmap initiatives can be viewed as practical steps that the triple helix can carry out to achieve their mid-term goals of digital well-being promotion. Thus, the main contents of this document refer to practical information and guidelines that the target groups can follow for the implementation of each initiative, including its objective, a checklist of required activities, and general recommendations to execute the required activities.

Sustainable impact

With the deliberate application of each initiative in the workplace context, the roadmap provides a structure for the triple helix to enhance digital well-being within an organisation by decreasing digital challenges or overcoming these challenges by increasing digital strengths. For example, upskilling leaders with digital management competencies and employees with digital self-efficacy to confidently and capably adapt to new workplace technology (increasing digital strength) can help prevent digital stress and reduce individual burnout (decreasing digital challenge).

The roadmap was also designed for the triple helix to achieve the long-term goal of sustainable digital well-being promotion, considering the importance for academia, public authorities, and SMEs to continuously adapt to the trends of digitalisation. The achievement of this long-term goal can be evaluated based on the three pillars of digitalisation, which the triple helix is expected to establish within their respective contexts:

- Digital-era-fit management and business operation – The management and business models of an organisation are expected to use modern technologies to achieve their goals and improve performance
- Change of digital and teleworking culture – With digitalisation affecting workplace interactions and dynamics, a culture of trust and support needs to be fostered to enable effective leadership, employee engagement, and adaptable organisational practices
- Adaptation to digital era with up-to-date technologies and infrastructures – Equipping employees and the overall organisation with the necessary technological resources also entails providing adequate technological support to address any digital divide

In summary, this roadmap paves the way for the digital transition of the triple helix through initiatives that **guide organisations to identify their existing and needed capacities, resources, skills, and competences to achieve the mid-term and long-term goals of sustainable digital well-being promotion**. The succeeding sections of this document detail the contents of each roadmap initiative.

Important Considerations:

Before starting to implement any roadmap initiative, it is important for the organisation to establish among its business priorities the improvement of their employees' digital well-being

when enacting digital transformation efforts within the workplace. By **recognizing the organisational value of digital well-being and framing it as a business priority**, the organisation can strategically consider investing resources when carrying out each roadmap initiative.

For example, organisations can invest in external experts to guide the development of the digital change leadership team, assessment, and action initiatives. Considering the issue of digital well-being is still a growing topic, with most organisations having minimal knowledge on how to approach it, seeking external expertise can help both employees and managers understand why the issue is occurring in the workplace and what can be done to improve it.

2. PHASE 1: AGENTS OF DIGITAL CHANGE

Goal: Assign leadership responsibilities in the organisation's digital transformation and digital well-being efforts

2.1. Digital Change Leadership

Objective: Establish the digital change leadership team by identifying a leader and creating a cross-functional team that will spearhead the implementation of roadmap initiatives in the workplace

Checklist:

1. Select a digital change leader based on their technical and psychosocial competencies
2. Select a maximum of 10 members that represent the organisation's different work processes to become part of the digital change team
3. Train the selected leader and team members to develop the technical and psychosocial competencies needed to manage the roadmap initiatives
4. Delegate the responsibilities of spearheading each roadmap initiative to different members of the digital change leadership team
5. Recognize the roles and responsibilities of the digital change leader and team members within the organisation

General Recommendations

1. The digital change leadership team will be composed of a leader and members, who can serve as representatives for the different departments of the organisation. A cross-functional digital change leadership team is expected to be formed to ensure the practicality and integration of the roadmap activities with all business operations. The digital change leader can come from a representative of the organisation's management team, while the following are examples of organisational departments that can nominate representatives to be included in the team membership:

– Human Resources (HR)
– Information Technology (IT)
– Production / Operations
– Communication
– Finance
– Legal

Trade union representatives may also be considered to join the digital change leadership team considering their awareness of employee perspectives.

It is also recommended to involve an external expert / member who can provide objective perspectives and feedback about the organisation's implementation of roadmap initiatives.

Practical Considerations:

If resources or expertise are limited within one's workplace, organisations can consider collaborating with other organisations of their same sector or another sector to help form their digital change leadership team.

2. The digital change leadership team is expected to be selected and/or trained to possess the following technical and psychological competencies, that define the digital mindset:

Technical competencies	Psychosocial competencies
☑ *General knowledge of Digital Well-being in the Workplace*: Understanding the impact that technology use at work can have on employees' health and psychological functioning ☑ *General knowledge of IT*: Knowledge of the existing or new digital technologies used in the workplace ☑ *Business Acumen*: Overall comprehension of the different work processes, business operations, and culture within the organisation	☑ Willingness to learn and open-mindedness ☑ Decision-making ☑ Problem solving ☑ Collaboration ☑ Communication and active listening ☑ Change management ☑ Resource management ☑ Workload and time management

The digital change leader is also expected to possess group facilitation skills. Additionally, previous experience of managing team or organisational projects can be considered when selecting the leader and members of the digital change leadership team.

Practical Considerations:

When certain competencies are limited within the workplace, organisations can consider alternatives to help develop their digital change leadership team. One example is for organisations to maximize the resources already existing among their employees and conduct internal trainings to improve the digital mindset of each digital change team member. For instance, IT knowledge training can be facilitated by the organisation's IT employees, while occupational health training can be conducted by their safety and health specialists.

3. These are the overall expected responsibilities of the digital change leadership team:

- Plan, manage, and keep track of all roadmap initiatives by creating a timeline of activities
- Hold regular meetings to coordinate the roadmap activities
- Document, keep record of, and review team decisions
- Provide regular updates to employees, and if necessary, other organisational stakeholders, about the roadmap initiatives
- Serve as contact persons for the overall organisation regarding the roadmap initiatives

Other responsibilities of the digital change leadership team can also include:

- Promoting a culture of trust and participation within the organisation
- Educating employees about digital well-being with respect to the digital changes occurring in the workplace

The digital change leadership team will need to clearly establish among themselves the specific responsibilities of each member when managing roadmap activities. For example, in support of the digital change leader, a digital change member can undertake a supplementary leadership role to spearhead the implementation of at least one roadmap initiative. In general, the use of collaboration tools (for example, Microsoft Teams, Miro) is recommended to enact the described responsibilities.

Practical Considerations:

Organisations will need to acknowledge and respect the additional responsibilities that the digital change leadership team will undertake, for example, by releasing a mandate, reorganising their work schedules, and reallocating their workloads to accommodate their roadmap activities.

3. PHASE 2: ASSESS

Goal: Assess the state of digital well-being among organisational employees by understanding the balance of digital challenges and digital strengths within the workplace

3.1. Workplace Evaluation

Objective: Carry out a digital well-being assessment by evaluating the digital challenges and strengths that exist across different levels of the workplace

Checklist:

1. Inform employees about the digital well-being assessment by educating them about the topic
2. Conduct a pilot assessment that asks about the general well-being experience of employees with the use of workplace technology
3. Conduct a tailored assessment based on the pilot test to evaluate the digital challenges and digital strengths that consider the perspectives of individual employees, teams, leaders, and the overall organisation
4. Promote assessment participation and provide interim feedback about the assessment activities to all employees of the organisation

General Recommendations

1. Execute awareness activities to encourage employees' participation in answering the organisation's digital well-being assessment. When sharing details about the assessment, two important pieces of information should be emphasized:

- The definition and importance of digital well-being in the workplace: For example, it can be explained to employees how the use of technology work can affect their job performance and mental health and why it is important for the organisation to understand their employees' experience with workplace technology
- The purpose of the digital well-being assessment not being linked to employees' performance evaluation: Employees need to trust their organisations' intentions of performing the assessment activity without fear of retaliation that can affect their employment, so they can provide honest feedback on their experiences of digital well-being in the workplace. Especially among older employees who encountered difficulties with adapting to workplace technology, special attention can be given to encourage their participation in the assessment and promote the organisation's inclusion of their needs

Practical Considerations:

You can refer to the recommendations listed under the "Organisational Communication" roadmap Initiative for suggestions on which channels of communication can be used to promote the digital well-being assessment.

2. Perform a pilot assessment among a small group of employees that are representative of the overall organisation to help identify the focus of the final digital well-being assessment. In the pilot assessment, employees are expected to do identify the following:

- Their digital challenges: the struggles or difficulties they currently experience (or anticipate) given the digitalised aspects and changes of their jobs (for example, they can share their struggles or complaints when using a specific IT software or digital tool in any of their job tasks)
- Their digital strengths: the benefits they currently experience (or anticipate) with the digitalised aspects of their jobs (for example, they can share what characteristics of workplace technology they find useful or empowering in their everyday work activities)

Practical Considerations:

The pilot assessment can help an organisation define what a digital challenge and digital strength can specifically mean to their employees. For example, the pilot assessment can be used to understand what employees refer to as "digital skills": *Does it refer to skills for using a specific software? Or does it refer to skills for using Artificial Intelligence (AI) technology?*

For organisations with departments that carry out similar types of assessments (for example, employee satisfaction surveys), these departments can be considered to carry out the pilot assessment to gather initial feedback from employees about their digital challenges and digital strengths.

3. Create the final digital well-being assessment based on the identified digital challenges and strengths in the pilot assessment. The digital well-being assessment is recommended to ask about perceptions or awareness of digital challenges and strengths for each of the following:

- Individual employee
- Team (working group, department, etc.)
- Manager, organisational leader
- Overall organisation

Practical Considerations:

Considering digital challenges and strengths vary significantly between each type of organisation, the contents of the final version of the digital well-being assessment will be the discretion of the digital change leadership team, in line with what emerged in their pilot assessment. For example, the final version of the digital well-being assessment can contain:

- *Quantifiable measures*, such as psychological scales measuring technostress or digital self-efficacy
- *Qualitative questions* about each digital challenge and digital strength

The assessment can also be carried out through *different data collection platforms*, depending on what is deemed best and suitable for the organisational context. For example:

- Anonymous feedback forms or online surveys can be used to encourage assessment participation from employees

– For organisations with high cultures of trust, employee interviews and focus groups can be considered to conduct the digital well-being assessment

For an example of a digital well-being assessment, organisations can use the **Digi-B-Well assessment toolkit** to test the level of job demands (digital challenges) and resources (digital strength) in their workplace.

4. Allocate time during working hours for employees to complete the digital well-being assessment. It is recommended for the entire assessment to be brief in content to motivate employees in completing it.

5. Let employees know what happens after they complete the assessment. In alignment with the "Analysis of Digital Transformation Capacity" roadmap initiative, when the results of the assessment cannot be provided within a one-month timespan, the digital change leadership team is recommended to providing updates to employees and the overall organisation by sharing the following:

– An overall organisational report regarding the progress and participation rate of the assessment completion
– Detailed information that employees can expect after the completion of the assessment activities such as the next activities that will be performed to address the feedback gathered from the workplace evaluation

Practical Considerations:

Given the importance of *providing feedback* to employees, especially after they allotted their time and effort to complete the digital well-being assessment, organisations can consider different ways to show the results of the assessment:

– If self-assessment tools were used, the immediate availability of an individualized report can help promote transparency of the organisation's digital well-being activities among employees
– When a quick turnaround of assessment results is not possible, the digital change leadership team is recommended to keep employees updated about the progress of the assessment activities

3.2. Analysis of Digital Transformation Capacity

Objective: Interpret the employee feedback gathered from the digital well-being assessment based on six perspectives (individual, team, leader, organisational, technological, overarching national context) and present the results in a structured manner for intervention planning

Checklist:

1. Save and secure the raw files of the gathered assessment data in accordance with data regulation policies
2. Perform data cleaning and keep a data log when reviewing the quality of the data gathered and anonymize any personal or identifiable employee information
3. Store securely the final version of the workplace data gathered from the digital well-being assessment that can be accessed by the digital change leadership team
4. Analyse the data using appropriate quantitative and/or qualitative methods with at least two observers cross-checking the process of the analysis
5. Prepare a presentation of the data analysis results for the digital change leadership team
6. Discuss and interpret the digital well-being assessment results with the digital change leadership team using a SWOT analysis. This involves considering the cumulative levels of digital challenges and strengths of the employees, teams, leaders, organisational structures/processes, and technological infrastructure
7. Discuss and interpret the digital well-being assessment results with the digital change leadership team in consideration of the national context
8. Prepare a presentation that summarizes and highlights the key results of the digital well-being assessment
9. Present and discuss the digital well-being assessment results with the organisational leadership team
10. Present and discuss the digital well-being assessment results with the organisation's employees

General Recommendations

1. Before performing the data analysis, consider the following:

a) With respect to the data regulation policies of each country and organisation, the gathered data from the digital well-being assessment must be stored securely to ensure the privacy of employees' responses
b) The assessment data also needs to be checked for any anomalous content (for example, fake names of digital technology) that is deemed unreliable for the accurate interpretation of the assessment results.
c) When preparing the gathered data into a suitable format for analysis (for example, a dataset file), national and organisational guidelines on data security should still be followed

2. When performing the data analysis, consider the following:

- It is recommended to have at least two analysts, with competent data analysis skills, to support each other in executing all the necessary analysis of the workplace data
- Depending on the type of data, statistical and/or qualitative analyses may be performed using the most appropriate software (for example, Microsoft Excel)
- After carrying out the analysis, the results must be organised and presented in a manner that is comprehensible for the digital change leadership team (for example, as a PDF or PowerPoint presentation)

Practical Considerations:

Complex statistical analyses are not expected in this initiative. Depending on the assessment, calculating the cumulative scores of each digital challenge and strength, in addition to simple correlations, can be performed to help understand the state of digital well-being in the workplace.

3. Share first the results with the digital leadership team. They are the first ones to see and discuss the results analysis, and they are tasked to do the following:

- Identify the presence and levels of all digital challenges and digital strengths that emerged in the digital well-being assessment according to each organisational level
- Summarize the digital challenges and digital strengths reported at the individual/employee-level, team/department-level, leadership/managerial-level, organisational-level, and technological infrastructure-level
- Consider highlighting the extremely high presence of digital challenges and digital strengths that emerged in each level and can serve as points of focus for the succeeding roadmap initiatives
- Consider if a digital challenge that emerged from the assessment is related or can be addressed by a digital strength that also emerged from the assessment. For example, if employees identified the challenges of navigating a complex software as a digital challenge, the digital change leadership team may consider digital skills training as a digital strength if it already exists in their workplace
- Understand how external or contextual factors outside of their organisation, such as national legislation, can affect the digital challenges and strengths that emerged in the digital well-being assessment
- Analyse and review organisational policies or documents to identify any workplace procedure or practice that could possibly affect employees' experiences of digital challenges and strengths that emerged from the assessment results

4. Share the results of the assessment with the leadership team and employees of the organisation. Ensure the following:

- The results presentation should be a summary of the digital challenges and strengths that emerged in the assessment in accordance with each organisational level (individual, team, leader, organisational, technological) and the overarching national context
- The use of data visualization dashboards can be considered to neatly present the results
- The most important consideration for the results presentation is for the final content to be explained in plain language that can be easily understood by both managers and employees

– In order to discuss the results and gather insights on how the assessment results can be understood based on their work context, SWOT analysis should be encouraged among organisational leaders.

Practical Considerations:

The results of the assessment phase can be combined with a SWOT analysis, and both can be presented and shared thanks to the 'Organisational Communication' roadmap initiative. It can also be the discretion of the digital change leadership team on how the results will be shared or presented. For example, the results can be presented as a video, as a company presentation in an employee assembly, or as a point of discussion during team meetings.

4. PHASE 3: AWARE

Goal: Raise awareness of the organisation's digital transformation objectives and promote digital well-being, encouraging all employees to play an active role in the change process

4.1. Organisational Communication

Objective: Create a communication strategy that makes information available, accessible and actionable at different levels of the organisation, enabling the sharing of digital transformation objectives

Checklist:

1. Identify the change and gather all necessary factual, evidence-based information
2. Prepare key messages using clear, accessible language and avoid jargon
3. Tailor the message for different roles and levels of the organisation, ensuring relevance and clarity
4. Select the most suitable channels for communication (for example, email, meetings, intranet, chat tools)
5. Determine which messages require formal communication (official updates, strategic notices) and which can be shared informally (team discussions, informal chats)
6. Ensure all formal and informal messages are consistent and aligned with each other
7. Schedule regular updates and provide opportunities for employees to ask questions, raise concerns, and give feedback (surveys, Q&A sessions, feedback box, team check-ins)
8. Monitor feedback channels and collect input from various sources (meetings, digital tools, informal conversations)
9. Analyse feedback and communicate back to employees how their feedback has been used ("you said / we did")
10. Periodically review the communication approach to ensure it remains effective and relevant

General Recommendations

The communication strategy must:

1. Ensure transparency and use evidence-based messaging. Communication must be clear, factual, and supported by data, as employees value concrete information over assumptions. Messages must be tailored to different roles and levels across the organisation and should explicitly address:

- What is changing
- Why the change matters
- Who will be affected
- When changes will occur

- What employees are expected to do
- Where they can find support, resources, or additional guidance

2. Adopt a two-way communication approach. To build trust and engagement, communication must actively invite participation rather than simply transmit information. This includes:

- Sharing positive examples and success stories from teams advancing digital transformation
- Encouraging honest dialogue about challenges, risks, and concerns
- Promoting a strong feedback culture by providing multiple channels for input (e.g., surveys, Q&A sessions, digital platforms, team discussions)
- Ensuring employees see how their feedback is used to improve processes or decisions

3. Combine formal and informal communication methods. A balanced mix of communication styles helps reach all parts of the organisation:

- Formal communication should be consistent, regular, and aligned with company values (e.g., innovation, health, balance). This includes official updates, strategic presentations, policy announcements, and leadership messages.
- Informal communication should stimulate active engagement, support, and trust. This can include informal conversations, peer-to-peer exchanges, champions networks, informal learning sessions, or digital communities. Informal channels should reinforce transparency, encourage participation, and make the transformation feel approachable and collaborative.

Practical Considerations:

Older workers need targeted communication to address their technological knowledge gap and potential reluctance to invest in change processes.

4.2. Managerial Support

Objective: Prepare managers to engage their employees in the digital transformation process

Checklist:

1. Provide access to informative material that helps managers understand digital transformation, digital stress risks, and practical strategies for promoting digital well-being
2. Offer targeted training to strengthen managers' communication, leadership, and change-management skills, with a focus on empathy, clarity, and supportive supervision
3. Activate mentoring initiatives to help managers contextualise strategies, learn from experienced colleagues, and translate general guidelines into concrete actions within their own teams
4. Ensure managers have easy access to tools and resources that support their role, such as checklists, templates, FAQs, and guidance notes on digital well-being
5. Provide ongoing support through periodic follow-up sessions, peer exchanges, or communities of practice where managers can discuss challenges and share solutions

General Recommendations

Managerial communication and support are key elements in actively involving employees in digitalisation change and promoting digital well-being. To fulfil this role effectively, managers must:

1. Understand the risks associated with digitalisation, including digital stress, overload, and burnout. Being aware of these challenges allows managers to identify early warning signs and take preventive or corrective action.

2. Adopt an empathetic leadership approach, placing emphasis on support rather than control. Managers should recognise that employees differ in their digital skills, confidence levels, and attitudes toward technology. They should ensure that employees have access to the necessary resources, tools, and guidance to work safely and efficiently in a digital environment and actively encourage continuous learning and skill development.

3. Foster open communication and create safe spaces for dialogue, where employees feel comfortable expressing concerns, asking questions, and sharing experiences. Regularly collecting feedback and responding to it transparently strengthens trust and helps involve employees in co-constructing changes linked to digital transformation. This collaborative approach increases ownership, reduces resistance, and ensures that changes are more aligned with employees' real needs.

5. PHASE 4: ACT

Goal: Take action to support the digital well-being and sustainable digital transformation of the organisation

5.1. Planning the Action

Objective: Design a plan that can help to guide decision-making, prioritise actions, and provide a framework for monitoring progress and evaluating outcomes effectively

Checklist:

1. Translate assessment results into intervention objectives. The action plan should consider both needs and resources assessed in the preliminary phase to define clear, actionable objectives oriented to promote a sustainable digital transformation
2. Use structured planning templates to articulate objectives, target groups, tools, methods and evaluation activities
3. Prepare a communication and engagement plan to promote the initiative, clarify its purpose, and support participation. The communication activities related to a specific initiative should be integrated into and supported by the general organisational communication strategy on digital well-being
4. Select practical and feasible tools and methods that match the organisation's resources, culture, and capabilities. Best-practice catalogues and free or low-cost tools can support the selection process, but every initiative must be carefully contextualised to fit the organisation's specific needs, work processes, and digital maturity
5. Define expected outcomes and set clear monitoring indicators, specifying how progress will be measured and reviewed

General Recommendations

A clear and structured action plan must:

1. Focus on concrete, achievable objectives while planning systemic programmes. It is not necessary for the intervention to address all challenges related to digitalisation. However, it is important to consider the direct and indirect effects of digitalisation on employees' well-being to ensure long-term, sustainable organisational change.

− Prioritising specific target groups (e.g. older employees or those experiencing higher levels of digital stress) helps to optimise limited resources and ensure efficient allocation. However, consideration should be given to the specific contribution of the intervention in supporting the broader dynamics of an organisation's continuous and systemic digital transformation.

2. Prepare a communication strategy to promote the intervention and support participation. A clear plan for informing employees about the intervention and encouraging engagement includes:

- Clarifying the purpose of the intervention in terms of digital well-being. If the intervention is preventive, its aim is promoting a healthy approach to digitalisation at all organisational levels. If it is reparative, it addresses critical situations or mitigates existing digital stress. In the latter case, particular attention should be given to clarify how the sensitive data will be guaranteed.
- Anticipating employee expectations and analyse how to align them with the objectives of the intervention. Digital well-being initiatives can easily be misunderstood, for example, they can be seen as performance monitoring or additional workload rather than support. It is therefore essential to understand what employees expect, clarify potential misconceptions early, and ensure that communication consistently reinforces the true purpose of the intervention
- Ensure messaging is clear, concise, and tailored to the audience to maximise participation and understanding.

3. Select effective and feasible tools and methodologies. Prioritise approaches grounded in recognised best practices, while ensuring they are adapted and tailored to address the organisation's specific needs, context, and capabilities.

- Choose practical, evidence-based approaches and tools that match the organisation's capacity and context. This may need also to consult an external expert.
- Prioritise methods that are accessible, scalable, and easy to implement, considering available time, resources, and technical skills.

4. Define key performance indicators (KPIs) and measurement methods. The action plan should incorporate the evaluation plan.

- Establish clear performance indicators to assess the impact of the intervention on digital well-being.
- Decide how, when, and by whom each KPI will be measured, using simple, realistic, and cost-effective approaches where possible.
- Define how the results will be used for follow-up actions and future interventions.

Practical Considerations:

The actions that can be implemented are numerous and varied. Some examples include: simple shared rules (i.e. quiet-hours & right-to-disconnect rules); peer-to-peer training and support (i.e. mentoring programmes); mental health programmes that address digital stress-related issues; job (re)design intervention; digital mindset training; leadership soft skills and hard skills training

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5.2. Implementing the Action

Objective: Carry out the planned interventions in the workplace by encouraging participation and involvement

Checklist:

1. Ensure clarity on the benefits of the digital well-being intervention for both individuals and the organisation, demonstrating its value in terms of performance, health, and long-term sustainability
2. Engage managers and teams throughout the process to ensure that the outcomes of the intervention can be effectively transferred and integrated into everyday work practices. The best starters for engagement are pilot projects, dialogue and visible successes on the ground
3. Leverage synergies between different interventions, recognising how multiple initiatives, approached from various angles, can collectively strengthen digital well-being

General Recommendations

1. Recognise that digital well-being is not an "unnecessary luxury" or a barrier to effectiveness, but a prerequisite for sustaining long-term performance and productivity. Failing to acknowledge the negative impact of inadequate change management on employees' well-being risks reducing organisational commitment and work capacity, increasing turnover intentions, and ultimately harming productivity.

2. Adopt a multilevel approach to intervention. Well-being should not be viewed as solely the responsibility of individuals managing digital change. Digital transformation is a collective process that unfolds within teams and requires strong, supportive leadership and a participatory organisational culture to be successful. Managers should view interventions not as external add-ons but as integral processes designed to facilitate and strengthen their role.

3. Align intervention with real team challenges (for example, digital stress and overload) and clearly communicate their concrete benefits, such as improved performance, higher satisfaction, and reduced turnover. Creating opportunities for co-creation by involving employees in the design of activities helps build ownership and relevance. Additionally, leveraging internal ambassadors, such as colleagues who actively promote digital well-being, can strengthen participation and support cultural change.

5.3. Monitoring & Sustaining Positive Impact

Objective: Measure the effectiveness of the interventions and maintain the improvements across all levels of the organisation

Checklist:

1. Use a multi-source approach to monitor the effects of the intervention. Combine objective data (e.g., tracking systems and performance metrics) with subjective insights (e.g., employee surveys) to understand not only what outcomes were achieved but also the extent to which the intervention met the defined KPIs
2. Track and share progress and successes. Regularly communicate the results of digital well-being initiatives across all levels of the organisation. Sharing achievements and lessons learned encourages ongoing feedback and helps maintain an open, transparent dialogue throughout the digital transformation process
3. Introduce digital well-being policies to support long-term impact. Use insights from intervention results to shape policies that guide how digital tools and practices are integrated into everyday work. Well-designed policies reinforce positive behaviours, help employees navigate digital changes, and ensure the sustainability of digital well-being efforts

General Recommendations:

1. Consider digital well-being as an ongoing work practice that requires constant monitoring and support. Monitoring activities should operate on two levels:

- Targeted monitoring, focused on checking the expected outcomes of specific interventions.
- General monitoring, aimed at understanding the broader impact of digitalization change on the employees' well-being and work experience

2. Adopt a formative approach to evaluation. Monitoring results should not only assess how effective an intervention has been but also provide insights into how the promotion of digital well-being can be refined and improved over time. This ensures that evaluation becomes a continuous learning process, supporting adaptation, innovation, and the long-term success of digital well-being initiatives.

3. Keep employees actively engaged in the whole change process. Embracing digital change and contributing to improvements in work practices and well-being require ongoing employee motivation and participation. Sustained engagement is essential, and strong leadership support plays a crucial role in fostering commitment and guiding employees through the transition.

6. SPECIFIC RECOMMENDATIONS FOR EACH TRIPLE HELIX SECTOR

In addition to the general recommendations described in each initiative, academia, public authorities, and SMEs can consider the below recommendations are relevant to their specific sectors when carrying out roadmap activities.

6.1. Academia

Digital Change Leadership

Considering their experiences with interdisciplinary work, **interdepartmental collaboration** is recommended within academia, especially if technical expertise is needed to guide in the competency development of the digital change leadership team. For example, the humanities departments can seek aid from IT departments.

In academia, it is important for the digital change leadership to consider **representatives from administrative departments, lab departments, teaching staff, research and support staff, library services, and student services**.

ASSESS: Workplace Evaluation, Analysis of Digital Transformation Capacity

Academia can explore these suggestions in their assessment activities:

- The digital well-being assessment can consider collecting **feedback from students** regarding the digital challenges and strengths they observe in their academic environment in relation to **innovative approaches in teaching and research.**
- If resources are limited to hire external services for the analysis of digital transformation capacity, the **research competencies of the academic staff** can be maximized to collaboratively analyse and interpret the digital well-being assessment data under the guidance of the digital change leadership team.

AWARE: Organisational Communication, Managerial Support

The complexity of the organisational structure can be a significant challenge for academia. To avoid fragmented or contradictory communication, it is essential to **coordinate the efforts** of the **central administration** with those of **individual units** (e.g., departments, research centres) and ensure alignment across different functions, such as those responsible for digitalisation and those overseeing health and safety.

- Establishing clear roles, shared processes, and regular coordination mechanisms helps maintain coherence.
- Communication must remain consistent, timely, and easily accessible to all academic and administrative staff, ensuring that key messages are understood and applied across the entire institution.

In relation to managerial support, academia should take into account at least two key particularities.

- First, the **type and level of managerial support** can differ significantly between administrative staff and teaching staff in their daily work.
- Second, universities often have **expertise in managerial communication** embedded within their various fields of study. The challenge is not the lack of knowledge, but rather how to effectively activate and apply these capacities within the academic environment to support both staff groups.

ACT: Planning the Action, Implementing the Action, Monitoring & Sustaining the Impact

The main challenge in academia is not persuading staff to participate, but identifying formats that genuinely **accommodate the diverse needs, constraints, and working styles** of administrative and teaching personnel. It is essential to design flexible, relevant and context-sensitive approaches to ensure that interventions resonate with these groups and effectively support their daily workflows.

6.2. Public Authorities

Digital Change Leadership

To streamline organisational decision-making processes, public authorities can consider forming a **smaller digital change leadership team within each department** to implement roadmap initiatives, with expertise and best practices shared over time with other departments. It is important to **engage department heads** in the formation of the digital change leadership team.

In addition to seeking support from external consultants, the **internal development of a digital change leader** is suggested to be a more sustainable process for future initiatives.

ASSESS: Workplace Evaluation, Analysis of Digital Transformation Capacity

Public authorities can explore these other suggestions in their assessment activities:

- The digital well-being assessment can consider **collecting feedback from their public stakeholders** regarding the digital challenges and strengths they observe in the service environment in relation to **public sector efficiency.**
- **Organisational departments** (for example, HR, IT) that have **experience analysing work data** can be utilized to help guide the data analysis and interpretation.
- Public authorities may also consider **collaborating with academic institutions** for the workplace data analysis and interpretation, doing so in a manner that can mutually benefit all parties.

AWARE: Organisational Communication, Managerial Support

Local and national public authorities can vary significantly in size, internal complexity, and available resources.

- Smaller local authorities often rely more heavily on **informal communication channels** due to limited staff and administrative capacity. However, they are recommended to benefit from **larger public information campaigns**, national programmes and shared communication materials developed at higher institutional levels.
- Large national public authorities should develop a **more structured communication plan** to systematically and strategically involve all levels of the organisation.

Training for managers in communication skills and digital well-being should also address the specific features of public administration, including **legal requirements, regulatory constraints, and internal procedures**.

- By integrating these public-sector specificities, managers will be better equipped to design clear, compliant, and context-appropriate communication, and to support digital well-being in a way that aligns with institutional mandates and organisational culture.

ACT: Planning the Action, Implementing the Action, Monitoring & Sustaining the Impact

Digitalisation projects in public authorities are often approached primarily from a technical standpoint, overlooking the implications for organisational processes and the people who must adapt to them. To ensure a successful transformation, technical implementation must be complemented by a clear focus on **change management, employee involvement, skill development and cultural adaptation**.

6.3. SMEs

Digital Change Leadership

For smaller organisations with less than 10 employees, the **Chief Operating Executive (CEO)** can take the most important responsibility of a digital change leader.

- However, they are still encouraged to recognize their employees as members of their digital change leadership team and **involve them employees** with the described responsibilities
- **IT specialists** may also be considered for the role of a digital change leader, but support from the CEO and management team is important

If internal expertise on digital change leadership is limited, SMEs can consider availing external services through **digital hubs or regional funding programmes**. In addition, they can engage with **associations** within their industry or **region** for the selection and training of a digital change leader.

ASSESS: Workplace Evaluation, Analysis of Digital Transformation Capacity

SMEs can explore these other suggestions in their assessment activities:

- The digital well-being assessment can consider collecting feedback from their **clients** regarding the digital challenges and strengths they observe in the business environment in relation to **work performance and satisfaction of customer needs**.
- **Organisational departments** (for example, HR, IT) that have **experience analysing work data** can be utilized to help guide the data analysis and interpretation.
- SMEs may also consider **collaborating with academic institutions** for the workplace data analysis and interpretation, doing so in a manner that can mutually benefit all parties.

AWARE: Organisational Communication, Managerial Support

Limited resources can be a major challenge for SMEs. To ensure effective communication despite budget or staffing constraints, it is recommended to **set clear priorities, focus on what delivers the greatest impact, and avoid unnecessary actions**.

- SMEs should leverage **free or low-cost tools** already in use—such as email, WhatsApp groups, shared drives, Microsoft Teams, or Google Workspace—to circulate information quickly and efficiently.
- In addition, **responsibilities should be shared** across the team to reduce individual workload, build collective ownership, and ensure continuity of communication even when resources are stretched.

In relation to managerial support, networks such as **local chambers of commerce and regional funding programmes** can provide valuable support and practice-oriented training for SMEs.

- The limited time availability of SME managers often restricts participation in support and training initiatives.
- **Brief, highly focused, and action-oriented formats** are preferable, as they maximise impact while accommodating the tight schedules and operational constraints typical of small businesses.

ACT: Planning the Action, Implementing the Action, Monitoring & Sustaining the Impact

The promotion of digital well-being should not be viewed as a mere compliance requirement or as something that stands in opposition to profit. Instead, it represents a **strategic investment** that enhances performance, reduces costs linked to stress and turnover, and strengthens long-term organisational sustainability.
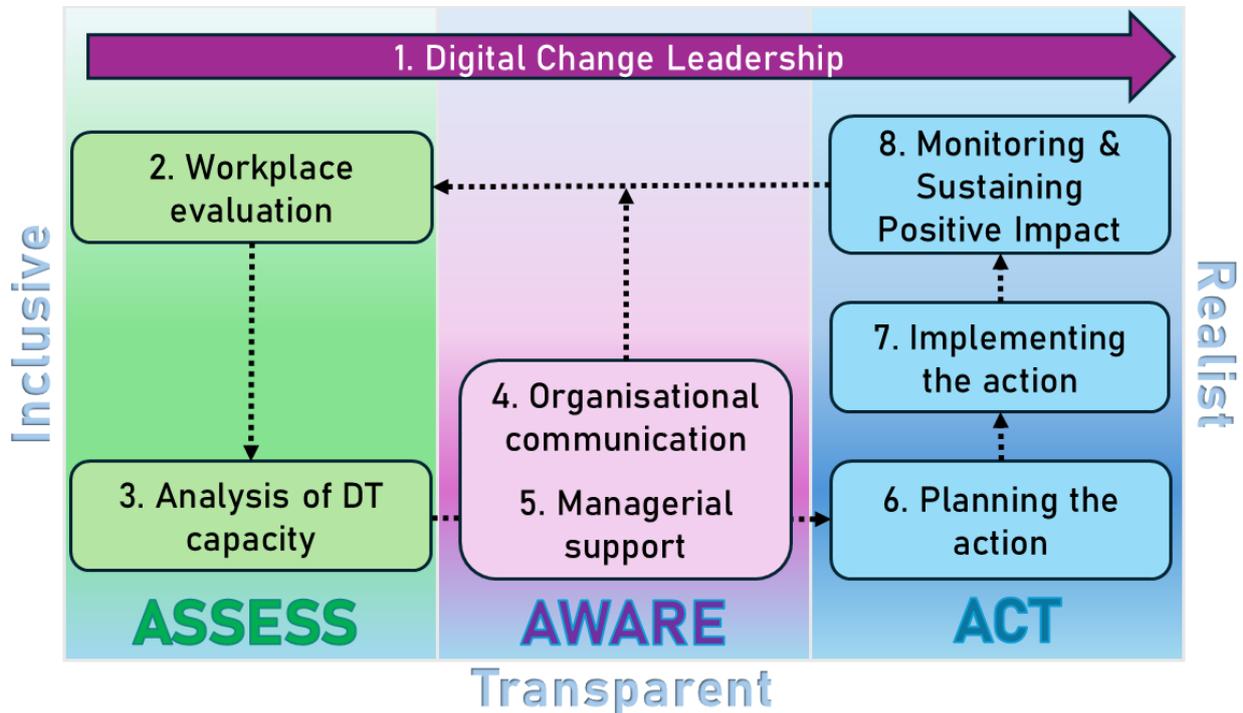
7. CONCLUSION: FINAL CONSIDERATIONS

Figure 1. A Roadmap to Promote Digital Well-Being in the Workplace

The strategy is the result of a cooperative effort by the project partners to translate the Digi-B-Well methodology into a vision and related objectives to guide triple helix organisations through the digital transition. Thanks to the involvement of target groups in focus groups, specific recommendations were developed to promote digital well-being, taking into account the three pillars of business management and operations, digital culture, and the adoption of digital technology.

Figure 1 illustrates how all roadmap initiatives are related to each other. For example, the results of the ASSESS initiatives will inform the digital well-being interventions in the ACT initiatives, facilitating the SWOT analysis of the digital transformations. Additionally, the AWARE initiatives are implemented simultaneously or continuously to communicate the activities and share important information about the ASSESS and ACT initiatives to all employees of the workplace. Finally, ACT initiatives can support leaders in developing the skills needed to manage ASSESS and AWARE initiatives as part of a continuous improvement process.

In summary, the Digi-B-Well strategy aims to enhance employees' subjective experience of digital transformation by providing a comprehensive approach to digital well-being. This does not mean that organisations should ignore the limited resources available; rather, they should consider how to maximise the positive medium and long-term effects of digitalisation on employee well-being while orienting the intervention to their priorities.

Specifically, the strategy provides guidelines for designing and implementing tailored, contextualised interventions. Three specific plans can be structured on the basis of the following template: an action plan to address the organisation's specific needs, outlining priority areas,

resources, responsibilities, and timelines for implementation; a communication plan to ensure active participation in the intervention by setting out clear messaging, channels, and engagement activities for all stakeholders; and an evaluation plan to monitor accomplishments, using defined indicators, data-collection methods, and review processes to assess progress and inform continuous improvement.

The main contents of these plans are summarised in the following chart.

Pilot testing (WP2) and national action plans (WP3) will contribute to translate the strategy in action to promote a posi digital transition thetriple helix

		ACTION PLAN	COMMUNICATION PLAN	EVALUATION PLAN
What		To develop the **objectives** of the action plan, review the results that emerged in the **Assessment Initiative - Analysis of Digital Transformation Capacity.** Based on these results, what digital challenge needs to be addressed?	Identify **key message** to promote the intervention developed in the action plan based on the guidelines of the **Awareness Initiative – Organisational Communication** and the **Action Initiative – Planning the Act.**	Establish the **expected results** of the intervention in relation to the developed action plan and based on the guidelines of the **Action Initiative – Planning the Act.**
Who		To identify the **target group(s)** of the action plan, review the results that emerged in the **Assessment Initiative - Analysis of Digital Transformation Capacity.** Based on these results, who or where in the organisation (employee, team, leader, overall organisation, technological infrastructure) does the digital challenge need to be addressed?	Identify the characteristics of the **target audience** for the key message based on the guidelines of **Awareness Initiative – Organisational Communication** and the **Action Initiative – Planning the Act.**	Identify the **ownership and accountability** of who will evaluate the intervention results based on the guidelines of the **Action Initiatives – Planning the Act** and **Monitoring & Sustaining Positive Impact.**
How		Plan an intervention and provide a **description of activities** to carry out the action plan based on the guidelines of the **Action Initiative – Planning the Act.**	Provide a **description of activities** to promote the key message for intervention participation based on the guidelines of the **Awareness Initiatives – Organisational Communication** and **Managerial Support.**	Provide a **description of activities** to regularly monitor the accomplishments of the intervention based on the guidelines of the **Action Initiatives – Planning the Act** and **Monitoring & Sustaining Positive Impact.**