



If Your Wellness Strategy is Designed for Somebody, **It's Not for Everybody**

How life stages, work realities, and personal priorities shape the way your employees engage with well-being



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Introduction

Most workplace well-being programs start with good intentions. Offer helpful resources. Encourage healthier habits. Help people feel better at work and outside of it. The **problem** is that employees don't all need the same things. Even when they do, they may care about them for completely different reasons.

An employee just starting her career might be focused on building confidence, meeting people, and managing student loans. A working parent may be trying to protect time with his family while keeping up with a demanding schedule. Someone nearing retirement might care more about staying healthy, preparing financially, and thinking about what comes next.

All three employees may want support. But the same program won't feel useful to all three. However, many workplace wellness programs are still built as if employees have the same schedules, priorities, and reasons for participating. **They don't.**

The good news is that your organization doesn't need to know every detail of every employee's life to provide a wellness program that will actually work. You only need to recognize that people are different and give them more than one way to participate.

That's where we come in. Our WELL Culture and its domains take into account these different life stages and work realities to widen the scope of what wellness initiatives have done in the past.

Why One Program Won't Work for Everyone

People are more likely to take part in something that feels useful to them. Someone might join a financial wellness session because they're paying off student loans. Another might be saving to buy a home. Someone else may be thinking about retiring or helping an aging parent manage medical costs. **The topic is the same. The reason behind it isn't.**

Research on motivation tells us that people are more likely to stick with healthy behaviors when those behaviors connect to their goals and values. Feeling a sense of choice, progress, and connection also matters.^{1,2}

Employees are less likely to participate when a program feels inconvenient, hard to access, or disconnected from their lives. Work schedules, family responsibilities, workplace culture, manager support, and time can all affect participation.^{3,4}

In other words, **low participation doesn't always mean employees don't care.** The program may simply not fit.

Millennium Health & Fitness:

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“

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at the same time.

That's okay. ”



Looking at Well-Being as a Whole

Worker well-being is bigger than physical health. It's also shaped by someone's work experience, workplace culture, health, relationships, and life outside of work.⁵

The nine **WELL Culture domains** give organizations a simpler way to look at those different parts together:

- Moving your body and supporting your physical health (Move WELL)
- Eating in a way that supports your health and energy (Eat WELL)
- Getting enough rest, sleep, and recovery time (Recover WELL)
- Continuing to learn, grow, and challenge your mind (Think WELL)
- Building healthy relationships and a sense of belonging (Connect WELL)
- Understanding and caring for your emotional well-being (Feel WELL)
- Creating supportive teams and healthier ways of working (Lead WELL)
- Managing money and building financial confidence (Budget WELL)
- Finding purpose, meaning, and fulfillment in life and work (Thrive WELL)

Not every domain will matter equally to every employee at the same time.
That's okay.

The goal isn't to push everyone through all nine domains. An employee may connect most strongly with three or four. Those priorities might also change over time as their life, job, or work environment changes.

What Employees Care About Changes

Personas can help make those differences easier to see. Your company might not know its workforce personas yet... most companies probably don't. You also don't need to know every employee's personal goals, family situation, or reason for participating.

Start with what you already know about your workforce: common life stages; roles and responsibilities; work locations and environments; regular or changing schedules; common needs and barriers; and/or feedback from employees and managers.

You're looking for patterns, not personal details. Personas are planning tools, not labels. Employees may see themselves in more than one persona, and what matters to them can change over time.

Age can add context, but role, schedule, work environment, responsibilities, and employee feedback matter just as much.

Personas should help you widen your approach, not limit who can use certain resources. Start with informed assumptions, then compare them against what employees use, skip, and tell you they need.

Those patterns can help you build a small set of personas that reflects your actual workforce. Millennium can help you gather the right information, identify those patterns, and turn them into personas your company can use to develop its WELL-being strategy.



**You're looking for patterns,
not personal details.**

The examples below show what that could look like across different industries and workplaces.



Maya, 25



Marcus, 36



Elena, 44



Darius, 52



Denise, 61

Occupation:

Hybrid marketing professional early in her career

Rotating-shift respiratory therapist and working parent

Manufacturing supervisor, caring for teenagers and an aging parent

Remote cybersecurity leader

Public works employee preparing for retirement

Life right now:

Building her career, paying off student loans, and trying to make friends in a hybrid workplace

Balancing changing shifts, a demanding job, and time with his children

Leading a busy team while supporting family members in two different generations

Managing a team across time zones and thinking more seriously about his health and the next stage of his career

Planning for retirement after years in a physically demanding, community-focused role

What matters:

Feeling confident at work, making progress, and building real relationships

Having enough energy for work and family without feeling like he's falling behind

Staying steady, protecting her family, and keeping up with responsibilities at work and at home

Staying connected, setting better boundaries, and continuing to find meaning in his work

Staying healthy, feeling financially prepared, and having a sense of purpose after work

What gets in the way:

A limited budget, uncertainty about where to start, and feeling disconnected from coworkers

Irregular hours, limited time, family responsibilities, and few chances to step away during work

Caregiving demands, financial pressure, limited flexibility, and very little time for herself

Long virtual workdays, isolation, too much sitting, and pressure to always be available

Changing mobility, retirement uncertainty, and concerns about losing her routine and community

Domain priorities:

- Continuing to learn and grow (**Think WELL**)
- Finding purpose in her career (**Thrive WELL**)
- Managing money (**Budget WELL**)
- Building relationships (**Connect WELL**)

- Staying physically healthy (**Move WELL**)
- Eating for energy through changing shifts (**Eat WELL**)
- Getting enough rest (**Recover WELL**)
- Managing stress (**Feel WELL**)

- Caring for her emotional health (**Feel WELL**)
- Managing family finances (**Budget WELL**)
- Getting real rest (**Recover WELL**)
- Feeling supported by her workplace (**Lead WELL**)

- Building relationships (**Connect WELL**)
- Staying active (**Move WELL**)
- Finding purpose in his work (**Thrive WELL**)
- Creating healthier team habits (**Lead WELL**)

- Protecting her physical health (**Move WELL**)
- Planning financially (**Budget WELL**)
- Staying connected (**Connect WELL**)
- Finding purpose in what comes next (**Thrive WELL**)

What might help:

Mentorship, professional development, financial education, and networking opportunities

On-demand resources, shift-friendly nutrition support, different program times, and family-friendly options

Caregiving resources, flexible policies, benefits guidance, manager support, and practical ways to manage stress

Clear meeting agendas, respecting meeting limits, movement during the day, meaningful remote connection, and opportunities to keep growing

Retirement education, mobility-focused fitness, community engagement, and meaningful next-chapter planning

What may miss the mark:

A one-time webinar or a list of resources without a clear next step

A lunchtime webinar or program only offered during regular office hours

General self-care advice that doesn't address her time, financial, or caregiving pressures

More screen-based programming or activities centered around the company's main office

Retirement support that focuses only on money and ignores her health, relationships, and sense of purpose

The Same Domain **Can Meet Different Needs**

These employees care about some of the same parts of well-being. They just connect with them for different reasons.



Maya and Darius both want stronger relationships at work (**Connect WELL**).

Maya is trying to find her place early in her career.

Darius wants to feel less isolated while leading a remote team.



Marcus and Denise both care about their physical health (**Move WELL**).

Marcus needs options that fit around rotating shifts and family life.

Denise wants to stay mobile as she ages.



Maya and Elena are both thinking about money (**Budget WELL**).

Maya is paying off student loans.

Elena may be balancing household expenses, caregiving costs, and future planning.

The domain might be the same. The reason it matters can be completely different. That's why a single activity won't always reach everyone who could benefit from that domain.

Variety Doesn't Mean Offering Everything

A more personal strategy doesn't mean creating a different program for every employee. It also doesn't mean offering something for every WELL Culture domain at all times. It means **offering enough variety that more employees can find something that fits.**

At this point, you might be thinking: *Everyone's life is different. How can one company possibly account for all of them?* The short answer is that you can't, and you don't need to.

Personas aren't meant to capture every employee or every possible situation. They help you identify a

few common patterns across your workforce. This keeps you from building your entire strategy around one type of employee while unintentionally leaving others out.

Variety also doesn't always mean adding more programs or spending more money. Sometimes it means offering an existing resource at a different time, providing it in another format, explaining how it connects to different needs, or changing a workplace practice that makes it hard to participate. Sometimes the answer isn't a program at all.

For example, supporting financial well-being (**Budget WELL**) could include support for budgeting, debt, emergency savings, or retirement.

Building relationships and belonging (**Connect WELL**) could include mentorship, team building activities, employee groups, volunteer opportunities, or more meaningful ways to include remote employees.

Your company doesn't need *everything*. You need the right mix that makes sense for your people. A few questions can help you find that mix:

- Which life stages, roles, and work environments are most represented in our workforce?
- Who can easily use our current programs?
- Who may be left out because of timing, location, technology, or workload?
- Which WELL Culture domains do we already support well?
- Where could employees use more options?
- Do our programs feel connected, or do they feel like unrelated activities?



Turning Personas Into Your WELL-Being Strategy

Personas are only useful if they shape what your company does next. A **WELL-being strategy** should include support at three levels:



The three levels should work together. Otherwise, well-being becomes one more thing employees are expected to figure out on their own.

Build a WELL-being Strategy That Fits Your People

Your employees don't all have the same lives. Your WELL-being strategy should leave room for those differences.

The WELL Culture domains give your company a way to look at well-being as a whole. Personas help show which domains may matter most, why they matter, and what could keep employees from engaging.

Millennium Health & Fitness, Inc. helps organizations understand their

workforce, build meaningful personas, identify the right mix of WELL domains, and turn those insights into individual, team, and organizational strategies.

The goal isn't to offer everything. It's to offer the right support for the people you're trying to reach.

Ready to find the right mix for your workforce? [**Connect with Millennium**](#) to get started.

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