

National Report

Belgium

Pilot 2

Prepared by Obelisk NV
2020



Contents

1. Introduction	3
1.1. Overview of the Mindful Managers Training Programme	3
1.2. Recruitment.....	3
2. Overview of Participants	4
3. Impact of Covid-19.....	5
4. Webinars.....	7
4.1. Webinar Connect.....	7
4.2. Webinar Give	8
4.3. Webinar Keep Learning	8
5. Impact of the Training Programme.....	9
5.1. Evaluation	9
5.2. Participants' testimonials	10
6. Summary and recommendations.....	10
6.1. Facilitator's Comments	10
7. Annexes.....	11

1. Introduction

1.1. Overview of the Mindful Managers Training Programme

- **Aims**
 - Connect:
From an enhanced insight into yourself and others consciously dealing with your way of communicating so that your collaborations become more constructive
 - Take notice:
Through self-awareness you can learn to know your own limits and act accordingly so that you can avoid overstrain in the long term and also have in dept conversations on this topic with your team members
 - Be Active
You will learn techniques to integrate movement into your daily functioning in order to increase focus.
 - Give:
Participants can stimulate solution-oriented thinking in others with the help of the GROW coaching model.
 - Keep learning
Participants can define learning goals of team members and encourage their team members to learn in their job
- **Facilitators**
 - Helen Goovaerts
 - Goele Vanhelmont

Goele and Helen are both experienced trainers who facilitate and train personal development projects within Obelisk.

1.2. Recruitment

For the Mindful Managers Training pilot 2 in Belgium participants were recruited using a number of methods.

- We invited again the participants who showed interest for pilot 1 sessions but were unable to attend.

- As with the first pilot, we made a list of potentially interesting organizations in the public sector. For this, we again asked colleagues to share their contacts in the public sector.
- We supplemented the invitation of the first pilot session with testimonials from participants who followed the first pilot session. (Annex 1A)
- We spread the invitation in different ways
 - Personal invitation with e-mail (Annex 1B)
 - Share invitation on Facebook (Annex 1C)
 - Share invitation on LinkedIn (Annex 1D)

Our recruitment efforts have paid off. There were 15 participants registered for the 2nd pilot session.

2. Overview of Participants

A summary of background data from each participant can be seen below:

Participant	Background
1	Manager of the university
2	Principal at a high school
3	Manager at the local authority
4	Manager at the local authority
5	Manager at a hospital
6	Manager at a health care facility
7	Manager at a health care facility
8	Manager at a nursing home
9	Manager at a nursing home
10	Manager in a public organization for the guidance of jobseekers
11	Manager in a public organization for the guidance of jobseekers

12	Manager in a public organization for the guidance of jobseekers
13	Manager at a network organization for people in need of care who are looking for appropriate support, tailored to their needs.
14	Manager at a multidisciplinary design agency, active in the field of architecture, urban planning, spatial planning and design of public space
15	Public broadcasting director

3. Impact of Covid-19

Our pilot sessions were planned during the lockdown. We were forced to cancel the physical sessions.

After consultation with the project coordinator, Inova, we first tried to organise the sessions online.

Recruitment efforts online sessions:

- We sent the invitation to the participants who had registered for the physical training. – Annex 2A
- We paid for a Facebook ad – Annex 2B

Results recruitment

3 participants from the face to face training registered for the online training. The paid Facebook ad resulted in 1 extra subscription.

From the participants who would participate in the physical training, we received the feedback that their head is now not ready to attend a training. As you can see in the overview, the vast majority of our participants are working in the healthcare sector and in schools. Sectors that are having a hard time in the Covid-19 pandemic. See Annex 3E and 3F.

Overview participants webinars (which we are sure and evaluate the webinars)

Participants who viewed the webinars and had a coaching session:

Participant	Background
1	Operational manager in public education projects for job seekers

2	Team coach in public education projects for job seekers
3	Team coach to be, in public education projects for job seekers
4	Teamcoach social profit at the VDAB
5	Coach at a School
6	Director at the public broadcasting company
7	Freelance Director who regularly works for the public broadcasting company
8	Team coach at a university college

Totals views on YouTube on the 18th of September 2020: **185 views**

- Reflection rounds introduction: **76 views**

MindfulManagers BL2

76 weergaven • 8 jul. 2020

- Webinar Give: **48 views**

MindfulManagers BL4

48 weergaven • 8 jul. 2020

- Webinar Connect: **12 views**

MindfulManagers BL3

12 weergaven • 8 jul. 2020

- Webinar Keep Learning: **49 views**

MindfulManagers BL5

49 weergaven • 8 jul. 2020

4. Webinars

After consultation with the project coordinator we decided to make recorded webinars (approximately 1 hour each). From our experience as a training institute and from our experience in giving blended learning programs we made this decision.

- We do not have enough participants for a qualitative, psychologically safe and interactive online training.
- The format used in the offline training is not applicable to our online training with only 4 participants. To convert this into an online training, means that we have to rethink the learning goals, content and learning methods. We do not have enough days to develop such an online training.

We developed 3 webinars. See Annex 3A, 3B and 3C. We did additional recruiting and send the links to all participants of training session 2 (Annex 3D, 3E and 3F). Additionally, we contacted our personal network to recruit new participants.

4.1. Webinar Connect

YouTube link: https://www.youtube.com/watch?v=5kMNAykc9Qo&feature=emb_logo

Goals of the webinar:

There are different personalities in your team. It is not always easy to make contact with everyone. Your style of leadership will have to be adapted to everyone's needs.

In this webinar you will learn to be aware of your own strengths and pitfalls as a manager. By means of a personality model you can better assess yourself and your team members and from there also increase your impact.

Program:

- Trust in your team
- Personality model – Social styles
- Where does it sometimes go wrong in your team and what can you do without losing connection?

Viewers on YouTube on 18/09/2020: 12

MindfulManagers BL3

12 weergaven • 8 jul. 2020

4.2. Webinar Give

YouTube link: https://www.youtube.com/watch?v=fIJ3QUQPbJc&feature=emb_logo

Goals of the webinar:

Most people will claim to be solution-focused. Everyone wants a solution to their problem, don't they? Nobody's waiting for any more problems. Still, they often don't think in a solution-oriented way. On the contrary, we are very good at problem-oriented thinking. We believe it is necessary to first turn the problem inside out and identify and analyse the cause of the problem before we can come to a solution.

That thought is there for a reason. It is often a productive method.

But solution-focused thinking is actually the opposite of problem-focused thinking. Sometimes, however, there is no connection between the cause and the solution. Or a possible connection does not bring us to the solution.

As a manager, it is important to have a solution-focused mindset of your own and to coach your employees in this as well.

Program

- Distinction between problem-focused thinking and solution focused thinking
- The language of solution
- A mindset of solutions for your own – Zone of influence
- A mindset of solutions for your team – GROW
- Tips and tricks

Viewers on YouTube on 18/09/2020: 48

MindfulManagers BL4

48 weergaven • 8 jul. 2020

4.3. Webinar Keep Learning

YouTube link: https://www.youtube.com/watch?v=FWvH_C5MqZk&feature=emb_logo

Goals of the webinar

In order for your employees to grow and develop, it is important to have career discussions with impact. In this webinar we want to help you how you can tackle such conversations

Program

- What is a career interview
- Difference between coaching and managing
- Tips and tricks: career interview
 - Preparation
 - The interview itself
 - Evaluation
- Tools and techniques

Viewers on YouTube on 18/09/2020: 49

MindfulManagers BL5

49 weergaven • 8 jul. 2020

5. Impact of the Training Programme

5.1. Evaluation

We managed to get feedback from 8 participants who have seen the webinars.

These are the mean evaluation scores:

	1 Poor	2 Fair	3 Good	4 Very good
Overall organisation of the training session and logistics			X	
Relevance of training content to my professional needs				X
Quality of materials distributed			X	
Increase of knowledge with regards to the topic of today's session			X	
TOTAL			3	1

5.2. Participants' testimonials

Feedback webinar: 'Give' by Laura Krause

Participants reactions (in a videocall feedback meeting on 22/7/2020, 14u)

- *"Eye opener for me was Lencioni (pyramid of teamwork)."*
 - o *"I even did some additional research about Lencioni."*
- *"The quality of the webinar was very good."*
- *"Nice that you can see the face of the speaker– you have the feeling that she is talking to you."*
- *"Speaker is spontaneous and goes in depth, you can see that she is an expert in the content."*
- *"Slides very clear and well structured."*
- *"Poll questions are nice because you start to think about yourself."*
- *"Examples are recognizable and clear."*
- *"The tip about "cutting the elephant in pieces" was really eye opening to me. I now see problems in a different perspective."*
- *"The content was what I expected from the invitation."*
- *"Quality of the recording was fine. No recommendations."*
- *"Link through YouTube works fine – no login (is good)."*
- *"I would recommend this to all team coaches or people who coach other colleagues. Especially when you have to evaluate other team members. For example: which words not to use in a evaluation interviews. I will never say BUT (smiles). "*
- *"It might be good to have a short introduction of every webinar and the topics discussed. "*
- *"It would be professional if the background of the speaker was in the mindful manager template/house style."*
- *"It woud be good to also have the handouts of the slides."*
- *"I already downloaded the application, and I will test it later this week!"*

6. Summary and recommendations

6.1. Facilitator's Comments

The facilitators were happy to be able to deliver something meaningful and sustainable to the participants. We received **positive reactions** from them, because the training materials (webinar) were **flexible, self-paced (time and place independent) and practical**.

When reviewing the process of making and delivering the webinars:

- **Strengths:**
 - The content is linked to the face 2 face training (content and objectives)
 - The content was practical (cases, examples, DIY exercises, poll questions, reflection questions)
 - The length is ideal: 50 minutes to 1 hour
 - We disseminated through YouTube, which makes it very easy to watch the content (low threshold for participants)
 - You can pause at any time
- **Risks:**
 - We have no data about the participants: we do not know if they watched the whole video
 - There was no additional budget for recording materials (webinar studio, good quality microphones and webcams, ...), the quality is good, but there might be some room for improvement
 - There is no interaction between participants

To conclude, this was the **best way to deliver custom made materials for participants**, regarding the **current situation**:

- COVID 19 in public sector and the availability of managers in times of crisis
- COVID 19 and the (lack of) safety of our face 2 face training programme
- Holiday season with a lot of out of office emails

In this way, we produced **extra outputs** for the project, which can be watched at any time in the future, therefore it contributes to the sustainability of the project. It could also be a **preparation for future facilitators** because the content of the training is summarized in a 1 hour webinar.

7. Annexes

ANNEX 1: Recruitment

See also: dissemination log

ANNEX 1A: Invitation



**mindful
managers**

Get your 5 a day -
mindfulness and
mental wellbeing
at work: training
and games for
public sector
managers



obelisk

**contact &
inschrijvingen**

016 61 65 65
anne.hendrickx@obelisk.be
<https://mindfulmanager.eu/>

Belpairestraat 39,
Antwerpen of
Interleuvenlaan 74, Haasrode

Co-funded by the
Erasmus+ Programme
of the European Union



**Gratis
tweedaagse
training voor
leidinggevenden
in de publieke
sector**

**18/03/2020
31/03/2020**

The diagram illustrates the structure of a 14-day mindful management course. It is organized into two main sections, each with a 'DAG 1.' (Day 1) header and a 'Module' title. The first section, 'Module 1. Connect', focuses on self-awareness and communication. The second section, 'Module 2. Take notice', focuses on boundaries and coaching. A horizontal line of 14 dots separates the two sections, with a caption indicating that module 3 is active during the second week. The course concludes with 'Module 4. Give' and 'Module 5. Keep learning'.

Week	Day	Module	Topic
Week 1	1	Module 1	Connect
	2	Module 1	Connect
Week 2	3	Module 2	Take notice
	4	Module 2	Take notice
Week 3	5	Module 4	Give
	6	Module 4	Give
Week 4	7	Module 5	Keep learning
	8	Module 5	Keep learning

DAG 1.

Module 1. Connect

Vanuit een versterkt inzicht in jezelf en anderen bewust omgaan met je manier van communiceren zodat je samenwerkingen constructiever worden.

DAG 2.

Module 2. Take notice

Door zelfbewustzijn je eigen grenzen leren kennen en hiernaar handelen zodat je op lange termijn overspanning kan vermijden en ook je teamleden hierin kan coachen.

Doorheen deze tweedaagse loopt module 3. Be active

DAG 1.

Module 4. Give

Oplossingsgericht denken bij anderen in je team kunnen stimuleren met hulp van het GROW coachingsmodel.

DAG 2.

Module 5. Keep learning

Via de cirkel van Simon Sinek je teamleden vanuit interne motivatie stimuleren om blijvend bij te leren in hun job.

ENKELE REACTIES VAN DEELNEMERS UIT DE EERSTE PILOOTGROEP...

"Het programma zelf, met de verwevenheid van de activeringsvitamine, vond ik algemeen zeer boeiend."

"Er was veel kans tot uitwisseling met collega's uit gelijkaardige, maar toch niet té gelijklopende sectoren en jobs. "

"Waren zeer boeiende dagen!"

"De interactie en de directe link met de praktijk was voor mij het meest waardevolle in de training."

"De intake zorgt voor een goede analyse van de behoeften."

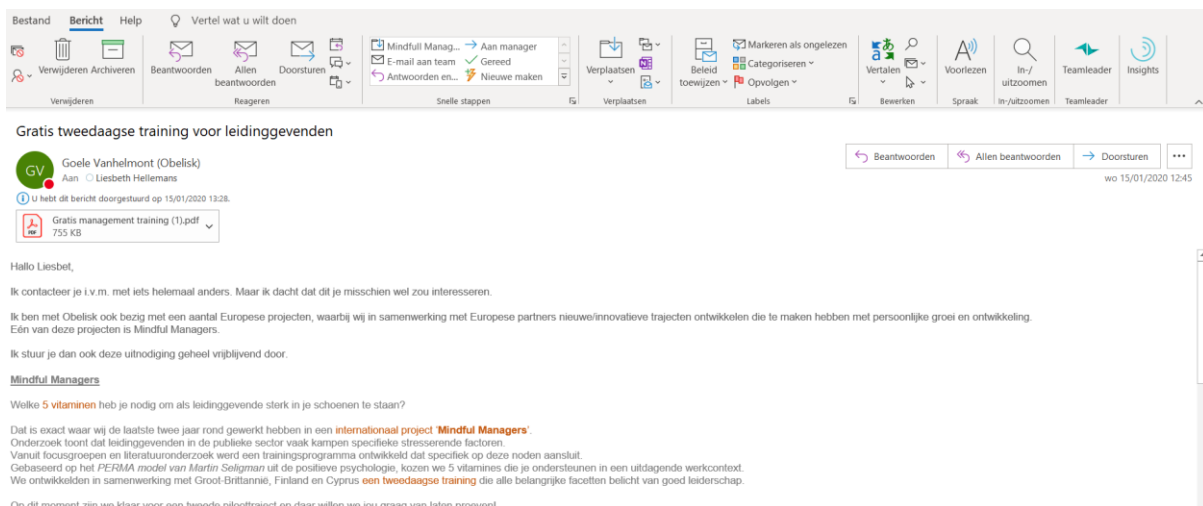
"Het meest nuttige voor mij was de praktische toepassing van het persoonlijkheidsmodel en de aanzet om een visie voor mijn team uit te werken via het model van Simon Sinek."

"Dankzij circles betrokkenheid creëren door de noodzaak zichtbaar te maken."

"Delen van eigen cases: erover spreken zorgt al direct voor antwoorden"

"Door vragen tot reflectie komen"

Annex 1B: Example personal email recruitment



The screenshot shows an email interface with a ribbon at the top containing various icons for actions like 'Verwijderen', 'Beantwoorden', 'Alleen beantwoorden', 'Doorsturen', 'Verplaatsen', 'Beleiden', 'Categoriseren', 'Opvolgen', 'Bewerken', 'Voorlezen', 'In-/uitzoomen', 'Teamleader', and 'Insights'. The email content is from Goele Vanhelmont (Obelisk) to Liesbeth Hellemaans, dated 15/01/2020 13:28. The subject is 'Gratis management training (1).pdf' (755 KB). The body of the email reads:

Hallo Liesbeth,

Ik contacteer je i.v.m. met iets helemaal anders. Maar ik dacht dat dit je misschien wel zou interesseren.

Ik ben met Obelisk ook bezig met een aantal Europese projecten, waarbij wij in samenwerking met Europese partners nieuwe/innovatieve trajecten ontwikkelen die te maken hebben met persoonlijke groei en ontwikkeling. Eén van deze projecten is Mindful Managers.

Ik stuur je dan ook deze uitnodiging geheel vrijblijvend door.


Mindful Managers

Welke 5 vitaminen heb je nodig om als leidinggevende sterk in je schoenen te staan?


Dat is exact waar wij de laatste twee jaar rond gewerkt hebben in een internationaal project 'Mindful Managers'. Onderzoek toont dat leidinggevenden in de publieke sector vaak kampen specifieke stresserende factoren. Vanuit focusgroepen en literatuuronderzoek werd een trainingsprogramma ontwikkeld dat specifiek op deze noden aansluit. Gebaseerd op het PERMA model van Martin Seligman uit de positieve psychologie, kozen we 5 vitaminen die je ondersteunen in een uitdagende werkcontext. We ontwikkelden in samenwerking met Groot-Brittannië, Finland en Cyprus een tweedaagse training die alle belangrijke facetten belicht van goed leiderschap.

Op dit moment zijn we klaar voor een tweede piloottraject en daar willen we jou graag van laten proeven!


ANNEX 1C: Facebook ad


Obelisk
21 januari · 🌐

"Het programma zelf, met de verwevenheid van de activiteitsvitamine, vond ik algemeen zeer boeiend." "De interactie en de directe link met de praktijk was voor mij het meest waardevolle in de training". ➡️ Na het succes van de eerste pilootsessie, organiseren we een tweede kosteloze pilootsessie



Get your 5 a day -
mindfulness and
mental wellbeing
at work: training
and games for
public sector
managers



**contact &
inschrijvingen**

016 61 65 65
anne.hendrickx@obelisk.be
<https://mindfulmanager.eu/>


Belpairestraat 39,

**Gratis
tweedaagse
training voor
leidinggevenden
in de publieke
sector**

1.902
Bereikte mensen

86
Betrokkenheidsacties

Bericht promoten

 6

12 keer gedeeld

ANNEX 1D: LinkedIn Post


Obelisk nv
 921 followers
 5mo • Edited •

"Het programma zelf, met de verwevenheid van de activiteitsvitamine, vond ik algemeen zeer boeiend."

"De interactie en de directe link met de praktijk was voor mij het meest waardevolle in de training".

 Na het succes van de eerste pilootsessie, organiseren we een tweede kosteloze pilootsessie

[See translation](#)



Get your 5 a day -
mindfulness and
mental wellbeing
at work: training
and games for
public sector
managers



mindful
managers

**contact &
inschrijvingen**

016 61 65 65
anne.hendrickx@obelisk.be
<https://mindfulmanager.eu/>

Belpairestraat 39,
Antwerpen of
Interleuvenlaan 74, Haasrode

Co-funded by the
Erasmus+ Programme
of the European Union



**Gratis
tweedaagse
training voor
leidinggevers
in de publieke
sector**

18/03/2020
31/03/2020

 2

 Like
  Comment

Be the first to comment on this

Organic impressions: 697 Impressions Show stats

ANNEX 2: Recruitment online sessions

ANNEX 2A: E-mail recruitment

RE: Mindul Managers - uitnodiging digitale training

GV Goele Vanheltmont (Obelisk)
Aan: Hellemaans Liebeth

Beantwoorden Alleen beantwoorden Doorsturen

vr 29/05/2020 14:39

Van: Goele Vanheltmont (Obelisk) <goele.vanheltmont@obelisk.be>

Verzonden: Monday, May 11, 2020 7:16:00 PM

Aan: Helen Goovaerts (Obelisk) <helen.goovaerts@obelisk.be>

Onderwerp: Mindul Managers - uitnodiging digitale training

Beste,

Jij hebt je een tijdje geleden ingeschreven voor het piloottraject van het internationaal project Mindul Managers. Omwille van COVID-19 hebben we de noodzakelijk beslissing genomen om deze sessies te annuleren.

Eerst en vooral hopen we natuurlijk dat jij en je naasten gezond en wel zijn.

We kunnen ons voorstellen dat je voerkracht op de proef wordt gesteld en dat het in deze context als leidinggevende niet makkelijk is om een balans te vinden tussen zelfzorg, zorg voor je gezin en zorg voor je medewerkers.

Daarom hebben we besloten om 4 van de 5 vitamines te vertalen naar een digitaal aanbod van telkens 2 uur per vitamine die we aanbieden via Zoom.

Het programma ziet er als volgt uit:

3/06 10u - 12u	• Vitamine Connect
11/06 14u - 16u	• Vitamine Take Notice
17/06 10u - 12u	• Vitamine Give

Annex 2B: Facebook Ad



Obelisk
11 mei ·

Ben je leidinggevende in de publieke sector? Wil jij je leiderschapsvaardigheden verder ontwikkelen?

Met de steun van Erasmus+ bieden we je deze online training gratis aan!

👉 Inschrijven? Dat kan via onderstaande link!
<https://forms.gle/n3EHnWyvxFqBU4fD9>



Get your 5 a day - mindfulness and mental wellbeing at work training and games for public sector managers

contact & inschrijvingen
016 61 65 65
goele.vanheltmont@obelisk.be
<https://mindulmanager.eu/>

Gratis digitale training voor leidinggevenden in de publieke sector

Module 1. Connect

Vanuit een versterkt inzicht in jezelf en anderen bewust omgaan met je manier van communiceren zodat je samenwerkingen constructiever worden.

Module 2. Take notice

Door zelfbewustzijn je eigen grenzen leren kennen en hiernaar handelen zodat je op lange termijn overspanning kan vermijden en ook je teamleden hierin kan coachen.

Module 4. Give

Module 5. Keep learning

463 Bereikte mensen

18 Betrokkenheidsacties

Opnieuw promoten

Gepromoot op 11 mei
Door Helen Goovaerts

Aantal bereikte personen **19**

Betrokkenheid bij bericht **0**

Resultaten bekijken

Jij en 4 anderen 3 keer gedeeld

Leuk Opmerking plaatsen Delen

ANNEX 3: Print screens of webinars

Annex 3A: Webinar connect



The slide features the Mindful Managers logo at the top left. The title "Connect" is prominently displayed in green, followed by the subtitle "Inzicht in jezelf en je teamleden" in a smaller green font. To the right, there is a cluster of colorful icons representing various digital devices and communication tools. At the bottom, logos for Inova consultancy, CARDET, Abelisk, and VAMK are visible, along with the Erasmus+ logo. A small disclaimer at the bottom center states: "The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein." [Project Number: 2017-1-UK01-KA202-036546]. A small video feed of a woman is visible in the top right corner.

Annex 3B: Webinar Give



The slide features the Mindful Managers logo at the top left. The title "MODULE: GIVE" is prominently displayed in green, followed by the subtitle "Resultaat- en oplossingsgericht denken" in a smaller green font. To the right, there is a cluster of colorful icons representing various digital devices and communication tools. At the bottom, logos for Inova consultancy, CARDET, Abelisk, and VAMK are visible, along with the Erasmus+ logo. A small disclaimer at the bottom center states: "The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein." [Project Number: 2017-1-UK01-KA202-036546]. A small video feed of a woman is visible in the top right corner.

Annex 3C: Keep Learning



Annex 3D: e-mail recruiting webinars & coaching

Mindful Manager



Helen Goovaerts (Obelisk)

Beantwoorden

Allen beantwoorden

Doorsturen

...

Aan

CC

BCC

Thu 09/07/2020 10:4

+ 14 andere personen

Beste,

Je schreef je een tijdje geleden in voor één van onze **pilootsessies** van het **mindful management project**. Ofwel volgde je reeds de eerste pilootsessie, ofwel stond je paraat voor de tweede pilootsessie. Omdat corona wat roet in het eten gooide voor het organiseren van de tweede live pilootsessie, ontwikkelden wij **verschillende alternatieven** om jullie toch een aantal inzichten mee te geven.

Hoe hebben we dit aangepakt?

- Voor 3 van de vitamines ontwikkelden we **webinars van ongeveer 1 uur**, die je gratis en zonder inloggen kan bekijken via de links hieronder.
 - o [Connect](#) – inzicht in jezelf en in je teamleden (spreker Goele Vanhelmont)
 - o [Give](#) – resultaat- en oplossingsgericht denken en coachen (spreker Laura Krause)
 - o [Keep learning](#) – levenslang leren en de link met loopbaangesprekken (spreker Helen Goovaerts)
- Voor de [methodiek van de reflection rounds](#), maakten we een video met een korte introductie over hoe je dit in jouw bedrijf kan gebruiken.

Ook het **Mindful Manager game** is een andere manier om de **leiderschapsvaardigheden** onder de knie te krijgen, die aan bod kwamen in de tweedaagse. Je kan deze op je smartphone [downloaden via deze link](#).

Bij één van de drie webinars kan je gratis een **coachinggesprek van 50 minuten** bij een expert boeken tijdens de maand juli.

De plaatsen zijn beperkt, dus heb je interesse in één van deze aanvullende klankbord-momenten: laat me dit dan snel weten via e-mail, zodat we samen een moment kunnen prikken met de expert.

We kunnen dit gesprek gerust nu al inplannen, een vereiste is wel dat je het webinar rond jouw favoriete thema al gezien hebt op het moment van de afspraak.

Fijn einde van de werkweek gewenst,

Met vriendelijke groeten,

Annex 3E: print screen coaching session participants pilot 2 – module Give

RE: Mindful Manager



Hellema Liesbeth <liesbeth.hellema@viatieneen.be>

Aan Helen Goovaerts (Obelisk)

CC Goele Vanhelmont (Obelisk); Laura Krause (Obelisk)

Beantwoorden

Allen beantwoorden

Doorsturen



Thu 09/07/2020 13:32

U hebt dit bericht beantwoord op 10/07/2020 11:23.

Dag Helen

Dank je wel voor het mooie aanbod. Ik probeer zeker eens naar de webinars te kijken. Het coachingsgesprek ga ik laten voor wat het is, hoe interessant ook. De voorbije maanden zijn zeer hectisch geweest in het onderwijs en ik ga even vakantie nemen.

Met vriendelijke groeten

Liesbeth Hellema

Directeur *Via* Derde Graad



#de lat ligt hoog

#dicht bij de leerling

#oog voor talent

#feel good

#katholiek

Waaibergstraat 45

3300 TIENEN

TEL: 016 81 14 09

FAX: 016 82 23 61

Email: liesbeth.hellema@viatieneen.be

Website: www.viatieneen.be

Annex 3F: print screen participant annulation & out of office messages

	<p>Automatisch antwoord: Mindful Manager</p> <p>Beste, Ik ben moeilijk bereikbaar deze week wegens organisatie van het intensive programme migration in</p>	<p>Thu 09/07 </p> <p>Postvak IN </p>
	<p>Er even tussenuit geknepen... Re: Mindful Manager</p> <p>Beste,</p>	<p>Thu 09/07</p> <p>Postvak IN</p>
	<p>afwezig tot 21 juli 2020 Re: Mindful Manager</p> <p>Goeiedag Bedankt voor je bericht. Ik geniet momenteel van mijn zomervakantie. Vanaf 22 juli ben ik</p>	<p>Thu 09/07</p> <p>Postvak IN</p>
	<p>Automatisch antwoord: Mindful Manager</p> <p>Beste, Tussen 2-24 juli ben ik op verlof. Roselien en Jochen vervangen mij tijdens mijn afwezigheid.</p>	<p>Thu 09/07</p> <p>Postvak IN</p>