



# CONVERSATION CARD

## WHY THE CONVERSATION CARD?

The conversation card provides example questions for various topics that can be discussed during the annual interview. These topics are relevant to our university and contribute to the organisation's goals. They are deliberately chosen themes that promote open dialogue, recognize and appreciate employees, bring our organizational values to life, and create an inclusive work environment where employees are treated fairly and justly.

## WHICH TOPICS ARE DISCUSSED?

The topics are:

- Impact driven education
- Impact driven research
- Academic citizenship
- Team & Organisation
- Development
- Career
- Inclusion
- Work environment
- Well-being

## WHICH ROLES ARE KEY IN THE ANNUAL INTERVIEW?

The annual interview focuses on yourself, your team, and the context. Leadership is central to the conversation because it is a quality that everyone needs to connect and collaborate safely, foster self-awareness, develop talent and learning ability, promote well-being, and give and receive feedback. It all starts with leading yourself. Everyone works together as part of a team or project group. Your role evolves as you lead more people, whether it's a team or an entire organisation. We approach this using four principles:

### SELF-AWARENESS

You know who you are, so you can lead yourself (and others).

### VISION

You have a clear vision that is translated into achievable goals.

### PEOPLE

You see individuals as whole persons and recognize the person beyond their role as colleagues.

### CONNECT

You build strong teams and communities and promote collaboration.





## IMPACT DRIVEN EDUCATION

Education is part of the core of our organisation. By developing and delivering educational components tailored to the needs of society, students acquire knowledge, insights, skills, competencies, and attitudes that are important.

- What has been your added value in the field of education over the past year?
- Which educational activity are you most proud of? Do you feel recognized and appreciated for this?
- Which courses would you like to teach/coordinate, and do these courses need improvement?
- How do you experience interaction with students?
- Are there any teaching skills you would like to further develop?
- Do you need support in completing your UTQ/SUTQ?



## IMPACT DRIVEN RESEARCH

By acquiring, conducting, and valorizing scientific research, you contribute to the development and application of scientific knowledge and insights within a research field. This combined effort brings value to science, society, and, where possible, to government and industry.

- What has been your added value in the field of research over the past year?
- Which research activity are you most proud of? Do you feel recognized and appreciated for it?
- What are your future plans in the field of research?
- Which projects (second/third funding streams) do you want to acquire? What do you need to do to achieve this, and what is the timeline?
- What do you plan to publish in the next 12 months, and what ideas do you have for presenting this to the public?
- Are there any research skills you would like to further develop?



## ACADEMIC CITIZENSHIP

Our education and research create societal impact through science. Every employee contributes to this, directly or indirectly. How do you shape this, and what do you need for it?

- What societal impact do you want to achieve?
- How do you want to enhance your societal impact? What role can the organization play in supporting you?
- What has changed because you engaged in these activities?
- How do you contribute to scientific integrity?
- How do you contribute to community building within the UT?
- How do you participate in (inter)national outreach programs?



### TEAM & ORGANISATION

As an employee, you are part of a team and the UT as an organisation, contributing to its goals.

- Which internal and external parties are you currently collaborating with, and what are your plans in this regard?
- How have you contributed to the team's success over the past year? And how do you plan to contribute in the future?
- In what way have you contributed to the organisational goals of the UT? And how do you plan to contribute in the future?
- To what extent are you involved in management and/or organisational tasks?



### DEVELOPMENT

Every employee has talent and potential for growth. This is a continuous process and will be a consistent theme throughout their career.

- What knowledge or skills do you want to develop within your current role or to take the next step in your career? And what do you need to achieve this?
- What are you already doing to develop yourself?
- What experience would you like to gain?
- What training would you like to pursue, and why?



### CAREER

Just like your personal development, your career also evolves. It doesn't stand still but adapts to the environment you're in.

- How do you envision your career within or outside the university?
- In what ways can you best utilize and develop your talents?
- How can your supervisor or team support you in this?
- Do you have any career-related issues where you need assistance?
- What are your ancillary activities? (if applicable)



## INCLUSION

Within our campus and organisation, we expect and uphold core values such as respect, integrity, and honesty. These values guide our interactions and decisions, creating an open, safe, and supportive environment for everyone. We leverage diversity to enhance work outcomes. We empower our employees with trust and responsibility in a constructive space where they can develop, experiment, innovate, and learn, ensuring that everyone feels seen and acknowledged.

- Can you be yourself in your team?
- Do you feel accepted and valued?
- Are we doing everything to ensure everyone feels safe?
- Do you experience equal opportunities for everyone within your team?
- Is it possible to speak openly about social safety?
- What is your contribution to promoting an open and inclusive organisation?



## WORK ENVIRONMENT

The University of Twente aims to create a healthy, inclusive, safe, and vibrant work environment — both at home and on campus. This includes guidance for setting up a healthy (home) workspace, support for balancing work and caregiving responsibilities, an anonymous financial helpdesk, and tools for capacity planning.

- How does your workspace, both at home and in the office, support your vitality, and are any adjustments needed?
- How do you experience the balance between working in the office and at home? Does this align with your department's agreements?
- What is important to you for a safe work environment?
- How do you contribute to a socially safe workplace?



## WELL-BEING

Maintaining a healthy work-life balance is important for both your mental and physical well-being. At UT, we offer various ways to support your well-being.

- How do you experience your work-life balance, and are there aspects of your work that disrupt it? What could change, and what do you need for that?
- How do you perceive your workload? Do the assigned tasks fit within your contract scope?
- Are there specific aspects of your role that affect your mental or physical health?
- How do you ensure you stay mentally fit, and what support do you need for that?
- What are your plans for taking leave this year?

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