



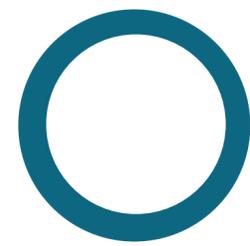
Manager Check-Ins

A Crucial Step in Employee Engagement & Retention

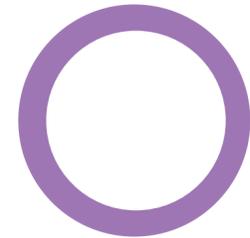
Stacy Gorajewski & Maya Strawick



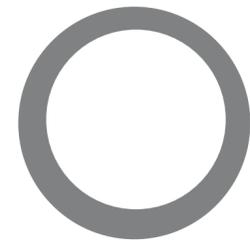
AGENDA



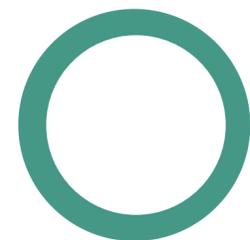
Learning Objective



Why This Matters



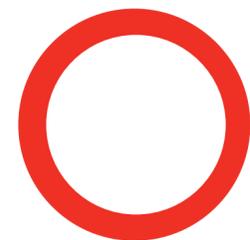
Harris' Check-In Process



Stay Conversations



Successful Career
Conversations

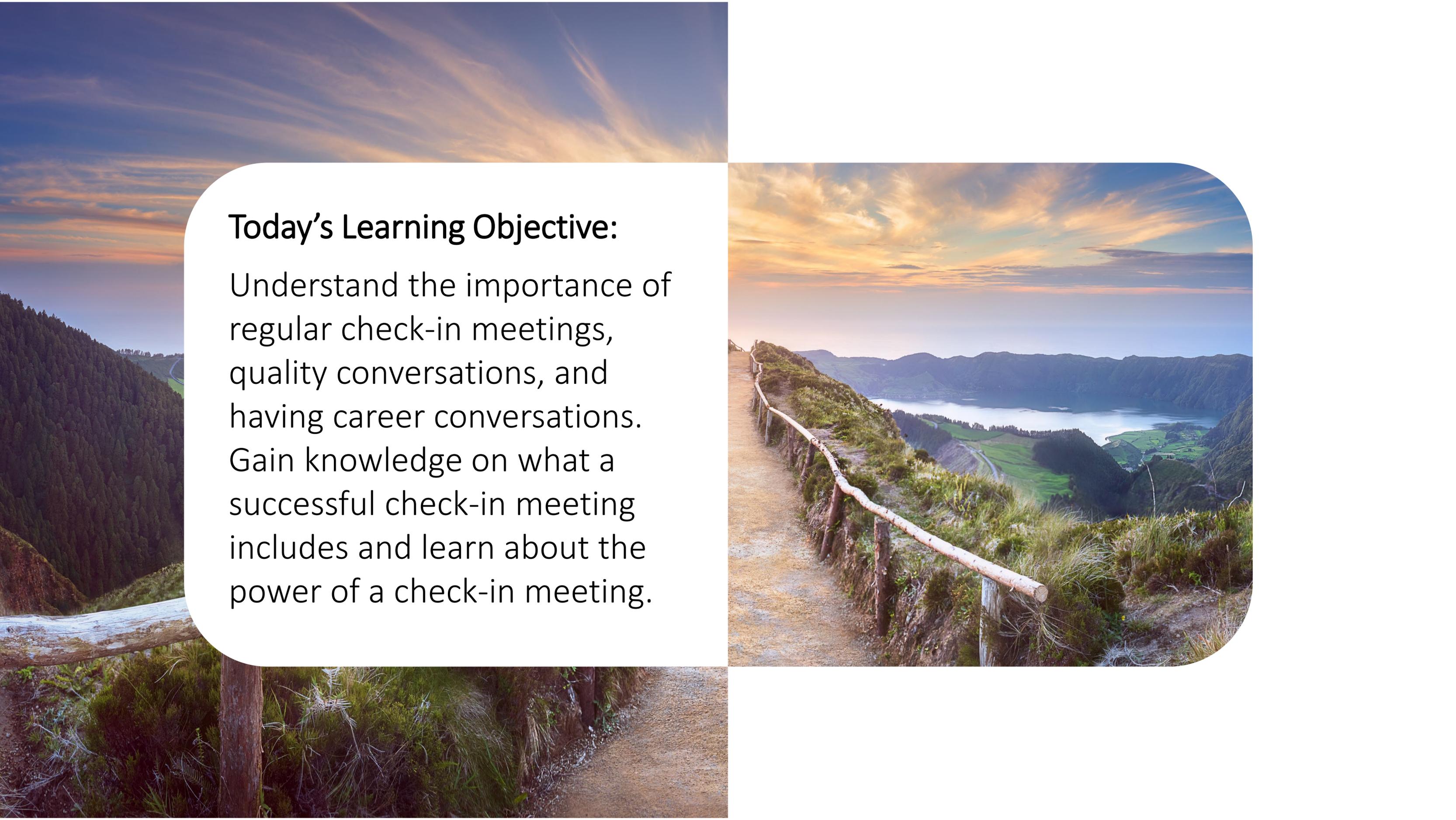


Developing Your Employees



Learning Objective



A scenic landscape featuring a dirt path on the left, a rustic wooden fence made of logs, and a view of a lake and mountains in the distance under a sunset sky with orange and blue hues.

Today's Learning Objective:

Understand the importance of regular check-in meetings, quality conversations, and having career conversations. Gain knowledge on what a successful check-in meeting includes and learn about the power of a check-in meeting.

Why This Matters



WHY DO EMPLOYEES LEAVE THEIR JOBS?





**PEOPLE LEAVE
MANAGERS, NOT
COMPANIES**

- MARCUS BUCKINGHAM

**WHAT CAN YOU IMPLEMENT TO
ENSURE YOUR EMPLOYEES
REMAIN ENGAGED AND
CONTINUE TO BE SUCCESSFUL?**



“We”

“Me”

Purpose

- I am really enthusiastic about the mission of my company.

- At work, I clearly understand what is expected of me.

Excellence

- In my team, I am surrounded by people who share my values.

- I have a chance to use my strengths every day at work.

Support

- My teammates have my back.

- I know I will be recognized for excellent work.

Future

- I have great confidence in my company's future.

- In my work, I am always challenged to grow.



Employee check-ins hold significant power in fostering a positive work environment, enhancing productivity, and promoting employee engagement.

What are some of the benefits of regular check in meetings?

- Individual Attention
- Feedback And Recognition
- Goal Alignment
- Accountability
- Communication
- Performance Management
- Career Development
- Problem Solving & Support
- Relationship Building
- Employee Engagement
- Retention And Loyalty

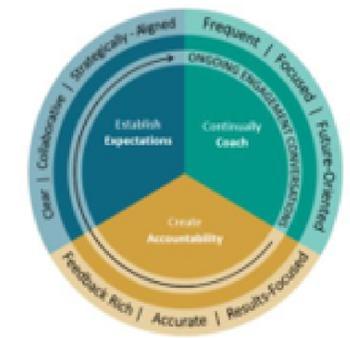
**CHECK IN
MEETINGS
PROVIDE AN
OPPORTUNITY
FOR...**

12 Tips for Successful Check-Ins

1. Set a regular schedule
2. Create an agenda
3. Identify clear objectives
4. Encourage participation
5. Listen actively
6. Provide feedback, support & guidance
7. Celebrate wins
8. Address challenges
9. Follow up on action items
10. Be flexible
11. Lead by example
12. Seek for continuous improvement

Harris' Check-In Process





PERFORMANCE MONTHLY CHECK-IN GUIDE FOR MANAGERS

Purpose: Have a monthly, informal check-in meeting with each of your employees to drive higher quality interactions and performance results. For a meaningful check-in:

1. Tailor the agenda for each meeting.
2. Remove distractions, listen actively, and encourage an open dialogue.
3. Give and receive timely, specific, and actionable feedback.
4. Work together to realign, clarify, or update EDP priorities and goals (as needed).
5. Ask some of the questions below to encourage candid self-reflection and foster personal insight.

Conversation Starters

Seek Insights

- What are you good at doing? Which work activities require less effort?
- What do you take on because you believe you're the best person to do it? What have you been noticed for throughout your career?
- What are the highest priorities for your life and how does your work fit in?
- What are you learning that you'll use in the future? What do you envision next for yourself?
- How's your work today getting you closer to what you want?

Well-Being & Burnout

- How are you balancing professional and personal demands?
- How would you describe your work-life balance here? What could we do to improve your work-life balance?
- What new barriers are you encountering? What can we do to ensure that you're successful?
- How does your work enhance your family and social connections? What worries you the most when at work?
- What are you planning for your next vacation?

Workload + Priorities

- What's your week/month been like? Tell me about what you've been working on.
- What new priorities have emerged? How will we plan for and document these goals?
- What creates a sense of forward momentum?

Expectations

- What's your understanding of what's expected of you?
- What questions do you have about this area of responsibility or project?
- How are you going to approach this?

Needs

- How can I best support you? What's getting in the way that I can help with?
- What suggestions do you have for improvement in the way we work together?
- What education or training might help your career growth and progression?
- What support/resources do you need?

Successes + Barriers

- What's going well? Which work outcomes make you most proud?
- What are your biggest accomplishments since our last check-in?
- What didn't go as you had hoped? Why? What was your biggest challenge?
- What can you/we do differently next time?

Shared Values

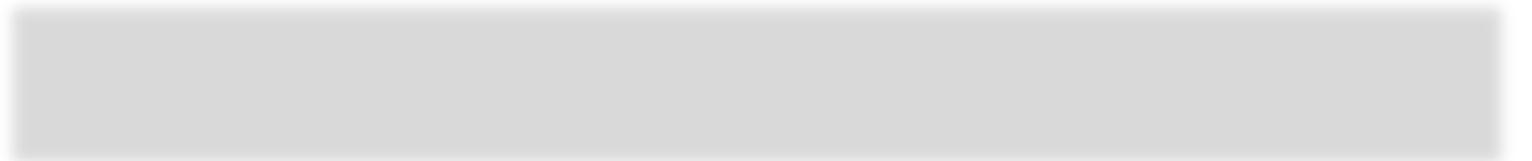
- Which Shared Value resonates most strongly with you? Why?
- How do you demonstrate [insert a specific Shared Value] when working with others?
- Which Shared Value do you find most challenging to demonstrate?
- What actions can you take to individually demonstrate that Shared Value and/or foster it within your team?

Harris' Monthly Check-in Guide for Managers

*Your tool to successful
conversations with your employees*



What other types of
quality conversations
are important?



Stay Conversations



Typical Stay Conversations

Include...

- Exploration of Engagement
- Feedback Exchange
- Career Development Discussion
- Recognition and Appreciation
- Action Planning
- Follow-Up



Stay or Engagement Conversations Resources

K
B
to

Us

FACILITATE ENGAGEMENT CONVERSATIONS GUIDE FOR MANAGERS

Purpose

Engagement conversations are a proactive way to gain insight on how employees feel, what motivates them to stay at Harris, what might entice them to work elsewhere, and how you can help them feel valued and grow. **Use this guide to prepare for and facilitate engagement conversations.** Contact [Human Resources](#) if you have any questions.

Research shows that openly discussing an employee's skills and the capabilities that they're valued for—internally and externally—makes them more likely to stay. It also helps them to realize how they're currently developing their skillset and that Harris is committed to their long-term career aspirations. Separate these interactions from [EDP check-ins](#) to keep the goals of each conversation distinct.

Be Proactive

Most leaders don't ask *"What can I do to keep you?"* until after a high performer resigns. Don't wait until it's too late or stick to a rigid schedule. **Time these conversations flexibly around career risk triggers.** Triggers are work or life events that prompt employees to reflect and reconsider their careers. Triggers are most likely to occur when employees celebrate a birthday or a reunion, reach 1 – 2 years role tenure, or have changes in reporting relationships. Decreased satisfaction and increased job search activity may result.

Prepare for the Conversation

Create a list of questions that will lead you to a deeper understanding of what makes the individual tick, build greater intimacy, and highlight opportunities. *Avoid asking, "Are you happy here?" or "Do you make enough money?"*

To develop meaningful questions, **reflect on what you already know about the person and ask yourself:**

- What really inspires them?
- What do they really want to get out of this opportunity?
- What skills is it important for them to develop?

Engagement questions **help your most valued employees understand that you:**

- Recognize and appreciate their loyalty and contributions.
- Care about more than just their performance.
- Are open to making changes that will bring them more satisfaction.

And **help you discover:**

- Warning signs that a key player needs more support or direction.
- Ways to keep those in whom you've invested the most time and resources.
- Low-cost changes that could renew a vital contributor's commitment and engagement.

Tailor your approach. Aim to learn more about how to connect, develop, and partner with the individual. Don't guess or assume that everyone wants a pay increase or promotion. With multiple generations and diversity in our workplace, prepare to flex to a wide range of needs. Consider, are they someone who's:

- Possibly planning to retire within the next few years?
- Plateaued in their technical arena but isn't interested in managing others?
- Rebalancing their career and personal life and potentially interested in more flexible career options?

Be ready to discuss their likelihood of promotion, career opportunities, and compensation potential. This might seem scary, but employees consider these factors and appreciate productive, transparent conversations.

**FACILITATE ENGAGEMENT CONVERSATIONS
GUIDE FOR MANAGERS**

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Stay or
Engagement
Conversations
Resources

**Keep Your Best and
Brightest: A Manager’s Guide
to Stay Conversations**

Use the buttons to navigate this learning tool.

Press here to
get started!

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Successful Career Conversations



PREPERATION

- Set aside dedicated time for the conversation
- Review their past performance, achievements, & career history
- Prepare relevant data & resources to support the conversation
- Anticipate questions or concerns the employee may have

RAPPORT

- Start by building a positive and supportive atmosphere
- Express genuine interest in their career aspirations & goals
- Listen actively and empathetically to their perspective

OBJECTIVES

- Clearly define the purpose of the conversation
- Discuss the employee's short-term and long-term career goals
- Align individual aspirations with company vision and potential opportunities

FEEDBACK

- Offer specific and constructive feedback on the employee's performance and development areas.
- Highlight their strengths and achievements
- Identify areas for improvement and growth opportunities

OPPORTUNITIES

- Discuss potential career paths within Harris
- Explore opportunities for skill development, training, certifications and further education
- Consider lateral moves, special projects or promotions (when appropriate), that align with the employee's interests and goals.

GOALS

- Collaboratively set SMART goals or review existing goals as related to career advancement and skill development
- Ensure goals are aligned with the employee's aspirations and Harris' strategic plan
- Break down long-term goals into actionable steps with clear timelines



CONCERNS

- Encourage an open dialogue about concerns or barriers the employee may face in their career progression
- Provide support and resources to overcome challenges
- Seek solutions together and demonstrate commitment to the employee's success



ACTION PLAN

- Create a detailed action plan outlining the steps needed to achieve agreed upon goals
- Assign responsibilities and deadlines for each action item
- Establish metrics for training, progress, and success



FOLLOW UP

- Schedule regular check-ins to monitor progress and provide ongoing support
- Adjust the action plan as needed based on changing circumstances or priorities
- Celebrate milestones and achievements along the way!

Developing Your Employees



Training For Competency Development

Are you utilizing Harris' Career Level Guides? They are a fantastic resource to help you grow in your current role and prepare yourself for your next role. The Guides include detailed competencies that have been identified for employee development across all of Harris' roles.

Harris' Training for Competency Development resource will provide you with over 400 courses, microlearnings, videos, and articles, from our vendor partners that will specifically help you grow the specific competency area that is needed for your ongoing development.

Have questions? Contact Stacy.Gorajewski@WeAreHarris.com

TRAINING FOR COMPETENCY DEVELOPMENT				
COMPETENCY TOPIC SKILL	COMPETENCY SKILL DESCRIPTIONS LEARNING OUTCOMES	COURSE ARTICLE RESOURCE	Vendor	LEVEL
Values Differences	<p>Recognizing the value that different perspectives and cultures bring to an organization</p> <ul style="list-style-type: none"> Seeks to understand different perspectives and cultures Contributes to a work climate where differences are valued and supported Applies others' diverse experiences, styles, backgrounds, and perspectives to get results Is sensitive to cultural norms, expectations, and ways of communicating 	Connecting Engagement and Inclusion to a Culture of Performance	LinkedIn Learning	Beginner
		Communicating Across Cultures	LinkedIn Learning	Beginner
		Creating a Diverse Culture	LinkedIn Learning	Intermediate
		Making the Case for Diversity and Inclusion	LinkedIn Learning	Intermediate
		Communicating about Culturally Sensitive Issues	LinkedIn Learning	General
		Developing Cross-Cultural Intelligence	LinkedIn Learning	General
		Adding Value Through Diversity	LinkedIn Learning	General
		Communicating Across Cultures Virtually	LinkedIn Learning	General
		Cultivating Cultural Competence and Inclusion	LinkedIn Learning	General
		Designing Inclusive Conversations with Different Perspectives	LinkedIn Learning	General
Skills Trust	<p>Gaining the confidence and trust of others through honesty, integrity, and authenticity</p> <ul style="list-style-type: none"> Follows through on commitments Is seen as direct and truthful Problems what they preach Shows consistency between words and actions 	Microlearning: Effective Virtual Meetings	Miscellaneous & Company	Beginner + Intermediate
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		How to Win Trust and Convert Masterfully	LinkedIn Learning	Beginner
		Building Trust	LinkedIn Learning	Beginner + Intermediate
		Humble Leadership: The Power of Relationships, Openness, and Trust (Book/Discussion Summary)	LinkedIn Learning	General
		Building a Trustworthy Reputation	LinkedIn Learning	General
Video: Integrated Leadership	Miscellaneous & Company	Beginner + Intermediate		

 **Harris Training for Competency Development**

 **Employee Development**
Last updated by Stacy Gorajewski

Employee Development

You and your manager can use Employee Development Plan development activities to support growth, and current performance you're not required to have at on development opportunities grow professionally, you should create your EDP.

Development Resources

 Building A Development Plan

Safety BreakRoom

Search

- Level Guides
- Families
- TM Division Career Families
- Cutting Division Career Families
- Ability Matrices

Careers @ Harris

Last updated by Stacy Gorajewski on Apr 12, 2024

The **Careers@Harris Program** is designed to:

- Provide you with clear expectations and career growth options
- Support internal equity and fairness regarding performance expectations
- Give you career options and career profiles with information to support your short and long-term development planning
- Clarify Harris' career framework and expectations of roles at different levels
- Assist with your Harris career growth and internal mobility planning

Go to the **Careers@Harris Resources page** for tips and guides on how to use the tools below for career planning. It's also important to get familiar with the terminology used in the Careers@Harris Program, including:

- **Career Tracks**
 - Designate the firmwide career groupings of Individual Contributor Track or Management Track.
 - Illustrate the types of career options available at Harris.
- **Career Levels**
 - Differentiate progression of each level based on the typical scope/complexity of responsibilities and contributions.
- **Career Families**
 - Group together similar disciplines or occupations.
 - Are broken down by levels within a family.
- **Career Profiles**
 - Specify the responsibilities and qualifications for each level within a specific Career Family.
 - Can be used to clarify performance expectations for a current role or to inform development

Contents

- Career Level Guides
- Career Families
 - PMCM Division Career Families
 - Consulting Division Career Families
- Responsibility Matrices

Training For Competency Development

Are you utilizing Harris' Career Level Guides? They are resource to help you grow in your current role and prep for your next role. The Guides include detailed competencies that have been identified for employee development across roles.

Harris' Training for Competency Development resource provides you with over 400 courses, microlearnings, videos, and content from our vendor partners that will specifically help you gain skills in a specific competency area that is needed for your ongoing development.

Have questions? Contact Stacy.Gorajewski@WeAreHarris.com

Resources



Have Questions?
Maya.Strawick@WeAreHarris.com
HR@WeAreHarris.com

Other Links
Performance Management & Goals Process

Employee Development Plan Process & Resources

Last updated by Stacy Gorajewski on Apr 12, 2024

Employee Development Plan

You and your manager can work together to create an Employee Development Plan (EDP) that outlines specific development activities to support your learning, career growth, and current performance expectations. While you're not required to have an EDP, if you want to focus on development opportunities to expand your skills and grow professionally, you should work with your manager to create your EDP.

EDP Form Word Version



Development Resources

Building A Development Plan

EDP - Example

Performance Development Goals ADP 2024

Have Questions?

Maya.Strawick@WeAreHarris.com

HR@WeAreHarris.com

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