

2024

**THE YEAR OF THE
EMPLOYEE**



10

**STEPS TO DO
A WELL-BEING
CHECK-IN**

THE
GROSSMAN
GROUP

MANAGER QUICK GUIDE



Intro

One of the most important takeaways from recent research is the importance of the manager's relationship with employees. Especially in times of change or during a crisis—whether it be inside or outside the business—employees look to their managers for clarity and guidance on what the changes mean for the organization and for them personally.



Tone from ^{the} top

When major societal issues arise, such as the pandemic, social unrest, or world conflicts, employees may also be struggling to process the events.

That makes it difficult for them to focus on their work and be productive. Often, just knowing that their manager cares about them personally can go a long way toward improving the employee's overall well-being.

Manager check-ins are one of the best ways to communicate with employees on a regular basis, showing them that you are genuinely concerned about their well-being in and outside of work.

**HERE'S A SIMPLE PROCESS YOU
CAN FOLLOW TO SUCCESSFULLY
MANAGE THOSE CHECK-INS. ✓**

1



SCHEDULE A MEETING AND SET THE CONTEXT

Set up a time for a one-on-one conversation with the employee. Make sure they know you want to do a well-being check-in with them. It also might be helpful to mention that this is something you're doing with everyone on the team so the individual doesn't feel singled out.



MEET FACE-TO- FACE IF AT ALL POSSIBLE

At minimum using video, although that's less ideal. Select a private space where both of you can feel comfortable.



START WITH A REMINDER OF THE CONTEXT FOR THE MEETING



Express your motivation and intent in a way that speaks to the benefit of the conversation for the individual. People naturally read into other's actions, so stating your intent specifically helps create a safe and open environment for discussion.

“

**WHAT
THIS
MIGHT
SOUND
LIKE**

“I’ve been thinking a lot lately about the well-being of our team and how everyone is doing because I value everyone’s mental and physical health. To that end, I’m scheduling check-ins like this one with everyone to learn more about how people are doing, and just see if I can be of help with anything. While we often meet one-on-one to talk about projects, this is more of an emotional check-in.”



REINFORCE THAT YOU ARE CREATING A COMFORTABLE ENVIRONMENT

This is another opportunity to share your motivation and intent in a way that demonstrates the benefit to the individual.

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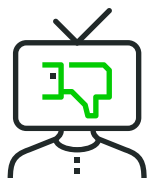
**WHAT
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“I want you to feel you can be open in sharing any concerns or questions you have with me. Everything we talk about from here is confidential between you and me. My goal is simply to take a pulse with employees and see if there’s anything I need to do to provide more support to the team.”

Why

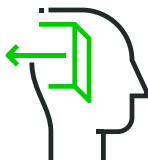
IS WELL-BEING SO IMPORTANT?

When employees aren't happy and healthy at work, there are obvious impacts for the business.



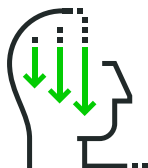
DISENGAGEMENT

Less than one-fourth of employees globally are engaged at work. That's a disturbing statistic, but there has been some good news of late as the percentage of engaged full- and part-time employees rose to 23% from 2021 to 2022.¹



HIGH TURNOVER

When employee well-being is low, they naturally think about leaving. High turnover often leads to poor morale for the larger team as more workers reflect on why so many are leaving. The average cost of replacing an hourly employee is \$1,500, and for workers in technical positions, it can be as high as 100 to 150% of the departing employee's salary.²



LOWER PRODUCTIVITY

Disengaged employees don't feel connected to a sense of purpose or even a base level of enthusiasm for the work they're doing. That leads them to what some call a "quiet quitting" mentality, when they're just putting in the basic effort to get through the workday. The global cost of lost productivity (including turnover costs) is estimated to be \$322 billion.³

5



CHECK FOR UNDERSTANDING



Until this point, you've been doing a lot of the talking. See what questions that individual might have about the meeting and actively listen.

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“I've been talking a lot here so far.
What questions can I answer for
you about this meeting?”



ASK THE CORE QUESTION

Be specific as you check in on issues you know are impacting them.

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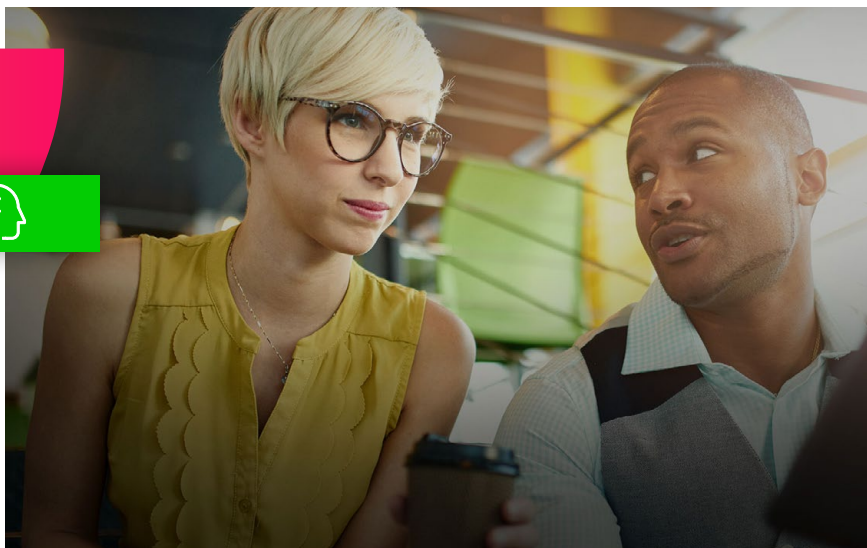
“So, as you think about this more personal check-in, can I ask just how you are you doing?”
(If there’s been a recent event, such as a disruption to the business or a societal event that impacts the employee, you can call that out specifically as well, such as): “I know you have relatives in Israel and the violence in the Middle East may be personally impacting you.”



“

**Well-being is attained
little by little, and
nevertheless is no
little thing itself.**

ZENO OF CITIUM



ACTIVELY LISTEN

- During the check-in, give your full attention to the employee. Listen carefully to what they have to say without interrupting. Show empathy, understanding, and validate their feelings. One great way to validate feelings is to simply paraphrase what you've heard and share it back with the employee, demonstrating that you've heard them and are inviting them to share more if they want to.

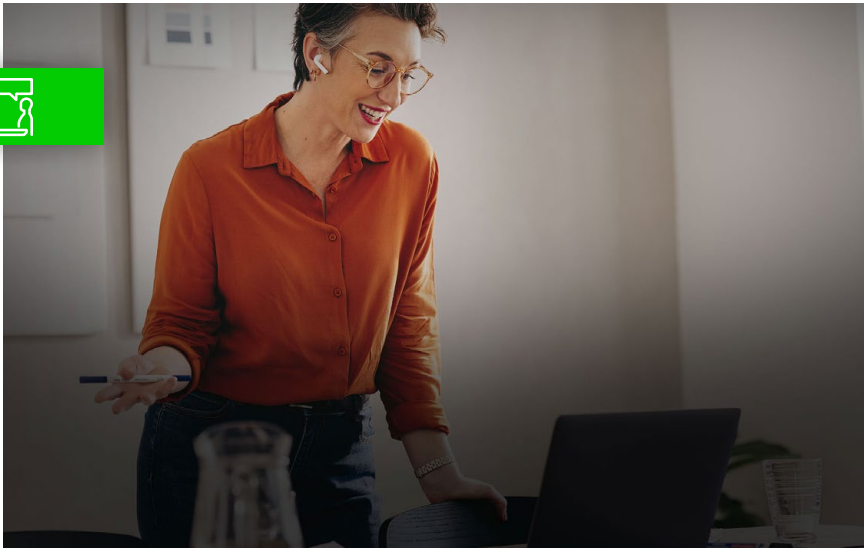
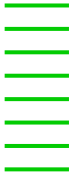
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“Uh huh, what else?”

“That sure stinks/is hard/would be difficult for anyone to handle.”

“What I’m hearing is that you’ve got a ton on your plate in handling all the change that’s going on in the business and in your personal life.”



ASK OPEN-ENDED QUESTIONS

Encourage the employee to talk by asking open-ended questions. This allows them to freely express themselves and ensures you get a holistic understanding of their well-being.

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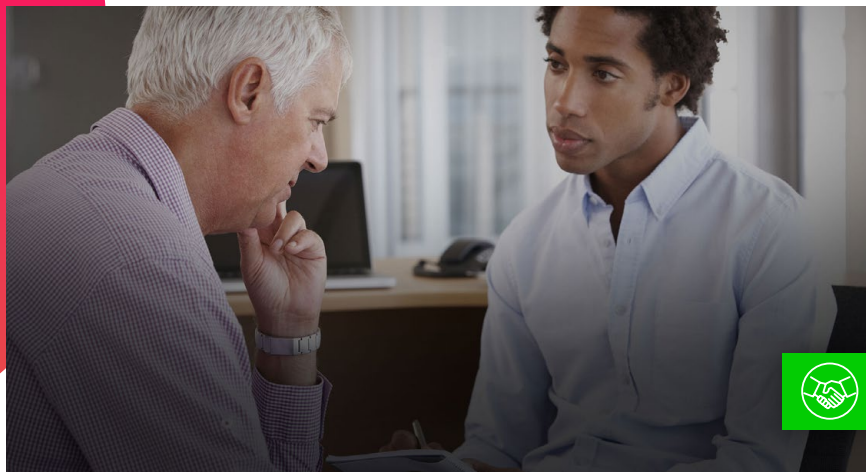
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“Help me with how this is impacting you.”

“What’s the most difficult part of that for you?”

“How are you taking care of yourself given this challenge?”

“How can I help?”



OFFER SUPPORT

If the employee mentions any challenges or concerns, offer your assistance and support. Let them know that you're there to help and provide resources that the company may offer (such as counseling services) or other guidance if needed. If the employee is experiencing difficulties or stress, try to find ways to accommodate their needs. This could include adjusting their workload, providing additional training, or offering flexible work arrangements.



FOLLOW UP

After the check-in, periodically follow up with the employee to see how they're doing. This shows that you genuinely care and are invested in their well-being.

Remember,

every employee is unique and may require different tactics. It's important to approach the check-in with empathy, sensitivity, and a willingness to adapt to their individual needs. What's most important is the simple fact

that you are taking the time to listen. Employees who feel their managers genuinely care about their well-being naturally feel a greater commitment to their managers and to the company—and that's a win for everyone.■



About us

The Grossman Group is an award-winning communications consulting firm that specializes in internal, leadership, culture, and change communications. Led by founder and CEO David Grossman, The Grossman Group is celebrating more than 20 years of engaging employees and helping leaders lead with heart to drive performance.

Its team of senior **thoughtpartner™** consultants work with companies of diverse sizes and industries to accelerate business through employee engagement and internal and leadership communication. The Grossman Group is a Certified Diverse Supplier through the National Gay and Lesbian Chamber of Commerce since 2008.

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The Grossman Group
apart from other
communications agencies.**

THE GROSSMAN GROUP DIFFERENCE

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THE GROSSMAN GROUP

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20⁺
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