



CHECK-IN GUIDE

A Handbook for Managers



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UNDERSTAND HOW TO HAVE IMPACTFUL CHECK-INS

This handbook is a guide how to do Check-Ins. This includes:

- Overview of a Check-In
- How to trigger conversation in different areas (example questions to ask)
- More information, helpful tips and useful links

GETSUCCESS – AN OVERVIEW



GetSUCCESS is **applicable from January 2023** onwards.



GetSUCCESS is **about creating future high-performance**. It focuses on **employee achievements** as well as **future growth** through continuous feedback and regular Check-Ins.




GetSUCCESS puts the power in your hands to **define, pursue** and **achieve** Priorities that build your **skills** and **drive performance**.



By re-engineering our approach to Performance Management, employees at Capgemini can **take ownership of their own development** and make an impact on our business.





YOUR **ONE-ON-ONE MEETINGS** WITH EMPLOYEES ARE INCREDIBLE **OPPORTUNITIES** FOR MUCH-NEEDED FACETIME. THEY ALLOW YOU TO TRULY GET A SENSE OF HOW YOUR TEAM IS DOING, WHERE THEY'RE EXCELING, IF AND WHERE THEY'RE STRUGGLING, AND HOW YOU AND YOUR ORGANIZATION CAN **BETTER SUPPORT THEIR SUCCESS.**





THE CHECK-IN – A WHOLE PERSON REVIEW

Check-Ins and **People Reviews** usually focus on aspects related to Development, Performance, Potential and Promotion.

In order to **provide the individualized experience** our people are seeking we encourage to adopt a more **holistic view on the whole person**. This should be achieved by including other topics in the discussion: Skills Maturity, Mobility, Retention and Wellbeing.

The **Year-End Form** will formalize the Contribution and Skills Maturity.

The **Talent Information** is the place to flag the need for actions around Promotion, Mobility, Potential and identify those with a high retention risk.

Wellbeing should be discussed, yet not formalized as such. Any alert should be taken to the HRBP.



HAVE YOU DONE YOUR CHECK-IN YET?


Why Check-In? GetSUCCESS is improving the employee experience and enhancing talent development through focusing on creating a culture of continuous feedback and more frequent touchpoints between employees and managers. Having frequent and productive Check-In conversations can drive high performance, skill development, and wellbeing. Conducting Check-In meetings helps the managers and the employees to get status updates on current projects and challenges, it aids in reinforcing Individual and Business Priorities and supports in uncovering potential engagement issues as they arise. Also, the review of current Activities, update their status, and creation of new Activities to be achieved before the next Check-In are part of the meeting.



2 people
1 conversation
Let's connect and
GetSUCCESS!



Set the context


 People Managers and employees **Check-In quarterly** at minimum. People Manager ensures to **receive input from Assignment Manager** before Check-In.


 Employee discusses **skill development** and **planned Activities**.


 People Manager discusses **performance, growth, development, and wellbeing** of the employee.



Connect on what matters


 **Review Priorities and Activities** in GetSUCCESS, **actions** from last Check-In, and ask for **feedback**.


 Discuss **accomplishments** and/or **obstacles**, ask for support where needed.

 Discuss current **performance** and **skills development**. Discuss what matters for the **business and individuals** at the given time (wellbeing, contribution, retention).



Explore what's possible

 Assess whether the **Priorities (short & long term) and Activities are still relevant and/or need updating**. Employee may need to re-prioritize and/or re-focus.


 Check whether there is any **support and/or resources the employee needs** from their manager.

 Identify **options and specific actions to take**.



Co-create a path to progress

 **Update GetSUCCESS Priorities and Activities** to reflect specific actions and/or revised Priorities.

 **Schedule the next Check-In** and make any notes for future reference.

 **Fill in or update Talent Flags** in GetSUCCESS.



BE PREPARED FOR THE CHECK-IN: OVERVIEW OF EXAMPLE QUESTIONS IN EACH AREA





EXAMPLES OF MORE QUESTIONS

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HOW TO TRIGGER CONVERSATION ON SKILLS MATURITY

For **Skills Maturity**, example questions include:

- Which of your skills do you feel contribute strongly to your impact on the business and your clients?
- What skill development did you find really valuable this year?
- What requirements do we anticipate for the near future that you feel your skillset is not quite ready for yet?
- Which skills do you feel you should focus on developing to increase your impact in your current role (for someone relatively new in role or to extend your reach and scope; for someone already established in their role)?
- What would be your two key Development Priorities? How could you achieve them? Which Activities? How would you know you achieved them?
- What skill gaps would you like to close? What skills do other team members have that you would like to gain?
- What steps do you want to take now to further develop the skills you are looking at?
- What resources do you need to acquire these skills? Who can help you with...? What support do you need from me?



HOW TO TRIGGER CONVERSATION ON CONTRIBUTION

For **Contribution**, example questions include:

- Reviewing the last quarter, what were your big wins? Small wins? What recent achievements are you proud of?
- What was the focus/priority for.. (this week/quarter)? Did you achieve your Activities since our last Check-In? Why or why not? On a scale of 1 to 10 how close are you to your Priority? Are you making progress towards your Priorities? Do they need any adjustment?
- Are any Activities complete? Should any complete ones be marked as an Achievement?
- What are your new Activities between now and our next Check-In?
- What is stopping you from ..? What support do you need? What challenges or roadblocks do you need help with? Who can support you in..? How can I better support you in the next quarter?
- How would you move ahead? What options would you like to look at? What are the pros and cons of each option? What obstacles/challenges do you foresee as you move ahead/with each option? What could you do to change the situation?
- What are your current resources? What resources do you need? Do you have access to all of the tools and/or resources you need to do your job?
- What actions do you need to look at (short, mid, long-term)? How will you ensure you stay on track?



HOW TO TRIGGER CONVERSATION ON POTENTIAL

For **Potential**, example questions include:

- In what situations have you learned and grown the most?
- What are your motives for development?
- What would you like to focus on in your development?
- What skills do you have from the past that you would like to use again?
- What was not as good as you wanted to be like? What could you do better in the future?
- How will you apply at work what you have learned?
- How do you deal with difficult situations or complex topics? How do you deal with competing demands? How do you deal with change?
- How can you inspire others?
- How can you boost your impact and reach?
- Why is it important to be a role model?



HOW TO TRIGGER CONVERSATION ON PROMOTION

For **Promotion**, example questions include:

- What was the focus/priority for.. (this week/quarter)? Did you achieve your Activities since our last Check-In? Why or why not? On a scale of 1 to 10 how close are you to your Priority?
- Reviewing the last quarter, what are your biggest wins and achievements? What are you proud of?
- Are you aware of what would be expected of you at the next grade? Do you feel ready? Is this something you want?
- What steps do you need/want to take to show your ability to handle more responsibility?
- How would you move ahead? What additional training, responsibility, or visibility would you like to focus on?
- What trainings or development opportunities are available to help you preparing for the next grade? What skill developments do you need?
- What actions do you need to look at (short, mid, long-term)?
- What is stopping you from ..? What support do you need?



Be careful about the topic 'Promotion' – avoid creating promises and therefore frustrations.



HOW TO TRIGGER CONVERSATION ON MOBILITY

For **Mobility**, example questions include:

- What is your target role? / How do you feel you can get there?
- Are you interested in a change of role or a move?
- What would make you move? Where would you go?
- How long have you been on your current assignment?
- How are you feeling on your project?
- How comfortable are you in your current role? In your current assignment?
- What are your long-term goals?
- What support do you need?



HOW TO TRIGGER CONVERSATION ON RETENTION

For **Retention**, example questions include:

- How are things going for you at work?
- How are you feeling about your role?
- Do you feel you have the right level of challenge in your work?
- What could we do to make you feel more engaged?
- What concerns do you have?
- How are you feeling about your workload?
- What was stressful or unsatisfying in the past? What situations make you feel less skilled or confident?
- What sparks your curiosity professionally right now?
- How do you see your future with Capgemini?





HOW TO TRIGGER CONVERSATION ON WELLBEING

For **Wellbeing**, example questions include:

- How is your workload? Are other demands of work at a suitable level?
- What's on your mind about work, what feels important?
- How are things going for you at work? How are you feeling about your role?
- How is the current situation impacting you?
- On a scale of 1-10, how happy are you? What could you/we do to move it forward by 1?
- What concerns do you have about this situation?
- What makes you feel most engaged?
- What is the happiest part of your daily routine? What are some things you feel grateful for?
- In the past week/month/year, what were your three most positive/not so good moments?
- How would you describe the culture of the team to an outsider? Why do you think that? What do you think the team does well and what could be better?
- On a scale of 1-10, how supported do you feel by the team? What could we all do to improve your score by 1?



TIPS

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PROMOTE CONTINUOUS FEEDBACK TO EMPOWER PROGRESSION: USEFUL TIPS



INFORMATION

- GetSUCCESS is not just a new tool. We aim to grow a culture of frequent Check-Ins and timely feedback.
- A Check-In is a contact between an employee and their manager.
- Check-Ins should be frequent and short, with some longer conversations from time to time.
- As well as having regular (and ad hoc) Check-Ins with each of your team, make sure you are having Check-Ins with your manager, as well as giving and seeking feedback.



HELPFUL TIPS

- If you are not used to asking questions like these, you may feel awkward or embarrassed the first time you ask them. Start small, and you will gradually get comfortable with the increased intimacy. Take your time and keep going.
- You may not have answers to matters raised about stress levels, career desires or others concerns an employee may raise. That's OK – just hearing them out is helpful. A solution may present itself later.
- The questions in this pack are examples, they are not exhaustive, and you need not ask all of them. Try to cover each area each quarter for a rounded conversation.



USEFUL LINKS

- The GetSUCCESS [learning pathway on NEXT](#) includes material on using the tool and external learning artefacts on becoming a better manager. Consider blocking half an hour every fortnight to study some of these.
- Review Capgemini's content on developing our business, such as the [Leadership Vision](#), [Team Rituals](#) and the [Connected Manager](#) program.
- At least once a quarter (or as requested by your HR team), update the [Talent Flags](#) for everyone you manage.

Employees need to feel **energized** when they leave the Check-In.



About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

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