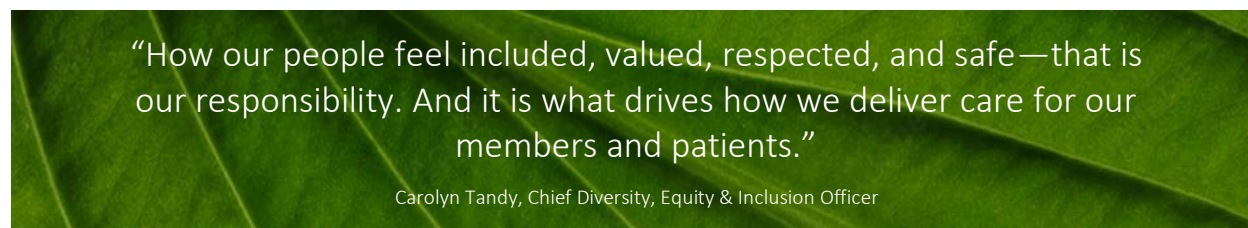


Well-Being + Belonging Check-In

Ensuring each member of your team is thriving

Building a culture of belonging is important for our business. And as a leader, you have an enormous influence over that culture. Associates who agree that their leaders care are three times more likely to feel they really belong. When associates feel like they belong, they have over a week’s worth of more Healthy Days per month than those who don’t feel like they belong (23 vs. 14 Healthy Days).



A lot goes into a person’s sense of belonging, and this Conversation Guide is your starting point for understanding what that means for each of your direct reports. Use it to plan and facilitate one-on-one check-ins with members of your team to ensure their well-being, work style, professional growth, and sense of belonging are cared for. It will make a big difference—to them, to you, to the culture we’re building, and to the company we’re transforming.

PURPOSE Understand what each team member needs to feel like they belong and can thrive in their role	
LENGTH + FREQUENCY 30 minutes, twice a year (or more, as needed)	ATTENDEES Direct reports, individually
FORMAT In-person or virtual, 1-on-1 with each direct report	MATERIALS “Your Growth” section of Health First Guide; notepad and pen

BEFORE THE CONVERSATION

- Study the material.** Explore the Health First Guide’s “Your Growth” section to learn about the commitments Humana makes to each associate’s well-being and belonging. Know the material well enough so that you feel comfortable responding in the moment as you listen to your team members and understand what they need to support their well-being and sense of belonging.
- Help each team member prepare.** If this feels like a new kind of conversation for you, chances are it feels new to your team members, too. In this case, you may need to help them understand what to expect, with language like, “This is a conversation focused on you and your growth. My goal is to understand what you need to feel like you really belong and can thrive in your role.” Beyond that, think about what else they might need to know to show up and make the most of your time together.
- Have a plan for timing and structure.** Create a loose agenda with enough time for you and your team members to settle in and talk openly. Use questions and prompts from the next section as a starting point.

DURING THE CONVERSATION

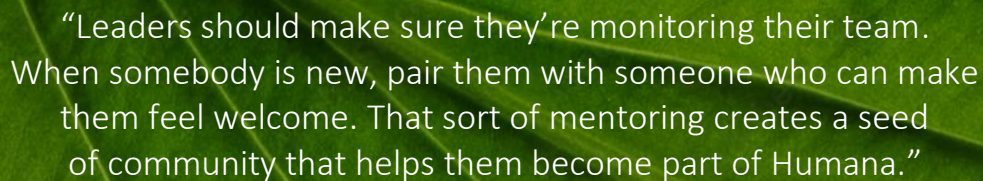
- Take notes.** From the outset, this will signal that you intend to actively listen.
- Set the context.** Remind them of what they should expect from the conversation. Reiterate its purpose.
- Check in on their well-being.** Be an active partner in your team members’ well-being by reiterating our commitment to their sense of purpose, health, belonging, and security, and by helping them navigate the programs we’ve designed to support each dimension of their well-being.
- Check in on their work style.** If the team member hasn’t identified their work style, help them think through what’s best for them, balancing their ability to contribute, to collaborate, and to connect with the

team. If they have identified their work style, take a moment to assess how things are going, ensuring they have what they need.

- ❑ **Check in on their growth path.** Talk with each team member about the career path that feels right for them. With that as a starting point, discuss the skills they want to learn (and, in your experience, the skills they may need to learn), the steps on their path, and the learning and development resources that can take them there. Document what you discuss and, during subsequent Well-Being and Belonging Check-Ins, check in on their progress and help them adjust their path if needed.
- ❑ **Thank them and leave room for final thoughts.** Thank your team members to help them feel seen and valued. Then, before you close, ask if there are any other topics they'd like to discuss together.

AFTER THE CONVERSATION

- ❑ **Recap what you heard.** Refer to your notes to write a quick email thanking them for the time, recapping any big decisions or points to remember, and specifying any next steps.
- ❑ **Follow through on short-term commitments.** If you've made any near-term promises, like connecting your team member with a mentor or sending a helpful resource, make sure they're honored in the timeframe you both discussed. This is a great way to build trust with your team—and a great way to lose trust if you don't follow through.
- ❑ **Periodically check-in on longer-term commitments.** Some decisions may have longer time horizons, like their growth and development plan. Use subsequent Check-Ins to keep tabs on the longer-term commitments you're upholding together.



“Leaders should make sure they’re monitoring their team. When somebody is new, pair them with someone who can make them feel welcome. That sort of mentoring creates a seed of community that helps them become part of Humana.”