

Meeting in a Box for 1:1 Job Family Discussions

For People Leaders to their Direct Reports

Summary

Meeting-in-a-box is a tool that people leaders can use to effectively communicate updates and engage employees through change. The tool includes discussion starters, logistics, talking points and resources for leaders to meet and engage with their team members around the Job Families implementation.

Supervisor-led communication is the most effective communication and engagement tool during organizational change. Supervisors have the greatest ability to gather ideas and feedback from employees and influence behavior and mindset changes required by organizational change.

Discussing Job Families

Georgia Tech is engaged in a multi-year effort to update the way we approach, manage, and navigate professional careers at Tech. The first step in this effort is the Job Families Initiative which moves staff employees from the current JCCS structure into an updated Job Family structure. This step will create a Job Architecture Framework which serves as the foundation for the new career system.

This change will affect all staff members, and the foundation of any organizational change is to understand and put words to the change.

As a leader, your immediate focus is your team: *How are my team members affected? Do they understand what is changing and what is not? How can I support my team?*

We may find that little has changed to the core purpose of our job, but how we view our role and career path has evolved. Having individual meetings is beneficial when leaders want to be mindful of what change means and assess how it impacts their team members.

Scheduling 1:1s

After the initial impact is understood, there is value in pausing to take stock of what has changed and engaging each employee in a discussion about what it means and how to successfully plan and move forward together.

This meeting approach is simple and allows leaders and employees to think through the change in a structured, forward-focused way. These 1:1 meeting provides an opportunity to clarify what is changing and what is not and creates a space for your employee to share their thoughts, perceptions, and insights into both the change and their role.

- **Duration:** 30 min 1:1 Meeting
- **Meeting Objective:** Use a core set of questions to engage your employees in understanding the impacts of change and create a plan to move forward.
- **As you meet with your team, keep these tips in mind:**
 - Supervisor-led dialogue is the most effective way to communicate personal impacts of change



- Employees want to know their insights and concerns are heard and acknowledged
- Understanding (the change) is more important than agreement
- Tell them the truth – the good and the bad
- People usually complain before they create – this is a sign they are processing the change

Before the 1:1 Meeting

Advance Work for Leaders

- **Reflect on your personal impact** – As a people leader, you are likely impacted by the change while also leading your team through the change. It is important to identify your personal impact, thoughts and perceptions first. This allows you to separate your impressions from your employees so you can support them appropriately. During this reflection exercise, focus on what YOU care about and what YOU need.
 - Do I want this change?
 - What is changing? What is “over”? What am I “losing”?
 - How much do I care about what is changing or my loss?

As you answer the questions, be as specific as possible. This will help you begin to consciously and intentionally manage your own reaction to the change. As you create a plan for yourself, consider these questions:

- What am I currently doing to help myself address the change?
- Who can I turn to for support? How can they help?

Taking this “apply my oxygen mask first” approach allows you to begin to have control and understanding to consciously and intentionally manage your reaction to the change. Then, you can prepare to support your team. If you have not dealt with your own reaction to the change, you risk projecting your impressions onto others.

- **Identify Wave 1 Employee’s Status**
 - Wave 1 ready – Employee is moving to an equivalent role in the new job family
 - Not Ready – Employee is identified as “not ready” to move into the new job family
- **Read this Meeting-in-a-Box Supervisor Guide**

Logistics and Planning

- **Send a message to the employee to schedule a 1:1 meeting.**
 - *Suggested text for message:* As we transition to our updated job family framework, I’d like to meet 1:1 to discuss what the change means, what impact it has on your role, and how we can continue to be successful. To prepare for our 1:1 I’d like you to consider:
 - What excites you about the work you do?
 - What things do you most value about the nature of your work and your career?
 - What brings you satisfaction at work?

You can capture your answers to these questions in a way that works best for you. Please come to the meeting prepared to discuss.

- **Schedule 30-minute meeting before January 31.**

During the Meeting

- **Meeting Expectations and Purpose of Job Families**
 - Review the purpose of the meeting and the job implementation

- **Discuss job families and the new career system (approx. 5 mins)**

Based on what you know about job families and the new career system:

- What excites you about the change?
- What is good about the change?
- Does anything concern you about the change?

- **Discuss impact on the employee's role (approx. 15 mins)**

- For "wave 1 ready" employees: Review updated job profile
- For "not ready" employees: go straight to discussion questions

Based on what we know today and thinking about our day-to-day work

- What is staying the same?
- What is going away?
- What can we keep if we modify it a bit?

- **Discuss the plan moving forward and next steps (approx. 10 mins)**

- For "wave 1 ready" employees: go straight to discussion questions
- For "not ready" employees: clarify when they can expect the next update from you

Based on what we know today:

- What concerns feel smaller or less urgent?
- What concerns feel major or more urgent?
- What can you do to address your concerns?
- How can I support you?

After Meeting

- Follow up with additional information and resources (as appropriate, see *Resources for Employees*)
- Make a note of:
 - What excites your employee about the change
 - What concerns your employee about the change
 - How you can support your employee during the change
- Think about how you can address your employees' concerns while maintaining their excitement. Continue to engage your employees through the goal setting and performance review period to coach and support their transition through this change.

Resources for Employees

- [Job Family Key Dates Infographic](#) (Wave 1)
- Visit hr.gatech.edu/job-families/ for the most up to date information including the *Wave 1 Position Crosswalk* and *Job Profile Lookup Tool*
- [Understanding Your Salary](#)
- [Performance Management at Tech](#)

People Leader Job Families Talking Points

- Georgia Tech is building a comprehensive career system that modernizes how we approach, manage, and navigate professional careers at Tech. This updated system and approach fully integrates job responsibilities, performance management, and career development. Once fully implemented, employees will have a clear framework to plan, navigate, and advance their careers at Tech.
- The first step in building our comprehensive career system is establishing a framework that creates a consistent approach to all staff positions at Georgia Tech. This job architecture framework is also called “job families” and serves as the foundation for the career system.
- During the job family implementation, employees will transition from **their current role in JCCS to an equivalent role in the new job family.**
- One of the goals and benefits of a job framework is that it creates a consistent approach to positions regardless of department or unit. **This means employees’ job title and/or job responsibilities may be updated.**
- Detailed tasks, expectations, and goals for the role are set at the supervisor level and ties to the organization’s strategic goals. This unit-level expectation and goal setting for roles continues as it does today.
- Georgia Tech uses as many generic job titles as possible to pay equitably and comparably within the Institute and against external markets. However, when a more specific title serves the unit’s operational or recruiting interests, a working title may be used to describe the function of the position in greater detail or make the role more recognizable in internal and external communications.
- The Job Families implementation is a budget neutral exercise which means no salary increases or decreases will occur as a direct result of a job family.