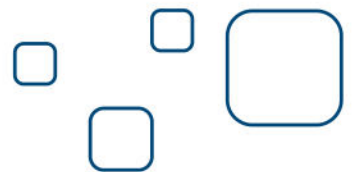




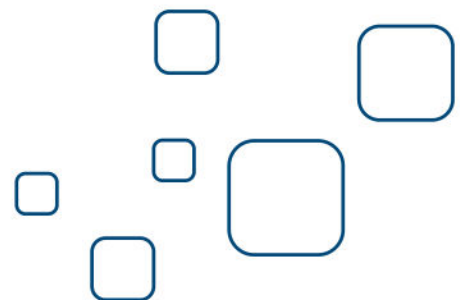
ONE on ONE Meetings 1:1



**Empowering Successful 1:1 Discussions
with Insights and a Structured Approach.**



**Includes a how-to guide and
template to execute today.**



grace and accountability can coexist

Purpose of the ONE on ONE

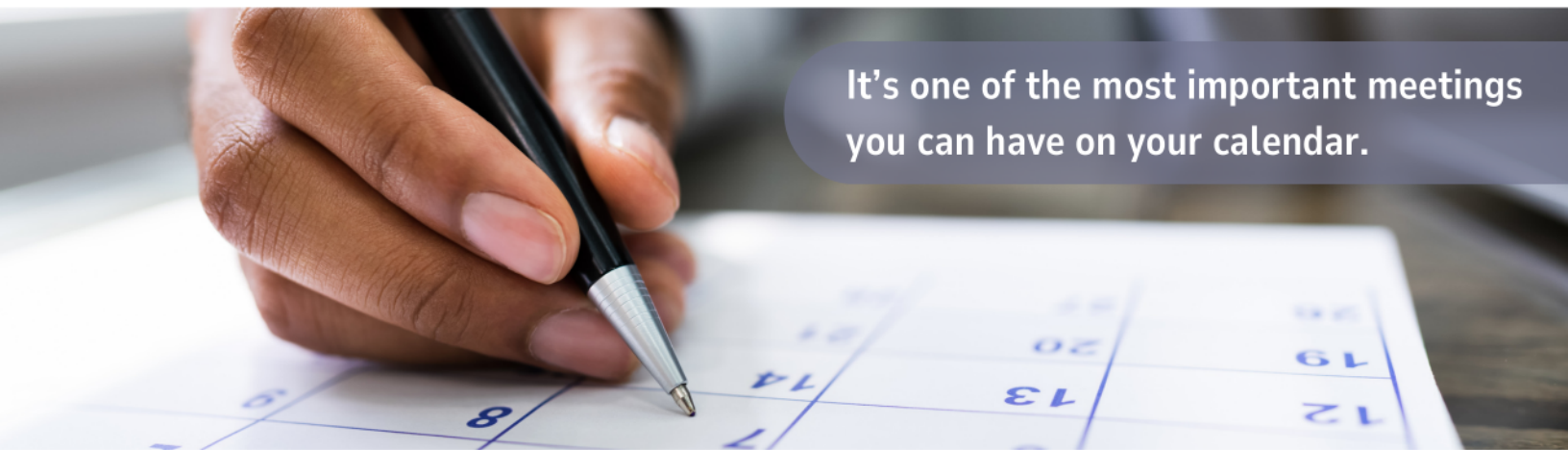
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- 1:1 meetings are **regular check-ins** between two people: typically a leader and a team member.
- used to **build rapport** and to give and gather **feedback**.
- a place for **coaching, mentoring**, or even venting; it goes beyond a simple chat.

it's a **regular cadence** for team members and leaders to **connect and communicate** about:

→ **Priorities | Targets | Challenges | Actions**



It's one of the most important meetings you can have on your calendar.

"Perhaps unsurprisingly, employees who got little to no one-on-one time with their manager were **more likely to be disengaged**.

On the flip side, those who get twice the number of one-on-ones with their manager relative to their peers are **67% less likely to be disengaged**." -Harvard Business Review

"What happens when a manager doesn't meet with employees one-on-one at all? Employees in this situation are **four times as likely to be disengaged** as individual contributors as a whole, and are **two times as likely to view leadership more unfavorably** compared to those who meet with their managers regularly."

So not only does a lack of 1:1 meetings cause disengagement, it also makes employees think all of your company's leaders are poor.

Reasons the 1:1 is Beneficial

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Having regular 1:1 meetings with your reports boosts engagement and productivity, and strengthens work relationships.

1:1 meetings provide a space for both participants to share feedback, discuss performance and identify roadblocks.

1:1

Employees and managers get accustomed to speaking frankly with one another. They **feel comfortable** giving each other feedback and conducting development-oriented **performance reviews**.



As employees are regularly encouraged to be open about their needs, managers can set up the best conditions for teams to produce quality work year-round.

What Do You Talk About?

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Most importantly, the 1:1 meeting is the time for team members to **speak openly** to you about most anything. You should encourage the team member to decide the **specific talking points** for the meeting.

Successful 1:1 meetings include discussions within:

1:1

Priorities | Targets | Challenges | Actions

employee well-being | career aspirations | learning opportunities



It's *your* time to:

listen to what is going on in the worlds of people you lead, better **understand their perspectives** on what's working in the organization, **build trust** and context, **support and plan** their career growth, and **solve problems**.

Adobe and GE have both switched to having their managers do **frequent 1:1 meetings** (typically meeting every 2 weeks) instead of annual performance reviews. Both companies saw **significant impact**:

“Adobe saw a **30 percent reduction** in voluntary turnover.”

GE was able to drive a **fivefold productivity increase** in the past 12 months.”



You can keep your performance reviews and still get the same benefits from the 1:1 meetings.

Successful 1:1 Discussions

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Time spent individually with team members is hugely valuable and goes a long way to creating the sort of deep, personalized, and trusting relationships that **create engagement, performance, and retention.**

1. Listen actively

Listen carefully to what is being shared and the feedback received. You're not just listening to be polite, but to positively support a team member. This is not principally about you as leader.

2. Make it personal

By sharing your experience and personal anecdotes, you encourage team members to open up and share theirs.

3. Stay open-minded

Leaders set the example in these meetings by staying open to feedback on their performance. Consider surveying team members after a few months of 1:1's to gain insights.

4. Come prepared

Develop a cadence and schedule in advance, nothing ad hoc. Biweekly is good, weekly is better. Monthly at minimum. 30-60 minutes. It can be tempting to skip or cancel, but don't! Shorten, if necessary, but resist the urge to skip or cancel these 1:1 meetings.

5. Adhere to scheduled meetings

By scheduling in advance, you can have team members provide input to the agenda. Review the agreed agenda ahead of time to best prepare.



You'll find you get fewer questions during the week as people know they can wait for the next 1:1.

Pro Tips for the 1:1 Meeting

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The best way to plan meetings for success is to consider the emotional needs of those you manage, your relationship with each team member, and the experience level.



- Some managers prefer to plan a day dedicated to 1:1's while others sprinkle their meetings throughout the week to **ensure maximum mental presence**.
- **Don't feel confined** to a conference room: suggest getting out of the office for a walk or a cup of coffee.
- Meet in person if possible. **Face-to-face** offers the **richest form of communication**. If you can't make that, rather than canceling the meeting, move to the next-richest medium: virtual.
- **Focus on outcomes**, not process, unless the team member asks for specific process support.

Gallup research agrees! Surveying millions of employees, they found:

"On average, only 15% of employees who work for a manager who does not meet with them regularly are engaged; managers who **regularly meet** with their employees almost **tripled that level of engagement**."

Create a **summary of the key outcomes** and share them with the team member – during or after the meeting – to eliminate misunderstandings and make it easier to follow up on things you talked about. And follow up regularly outside of the meetings.



Getting into the habit of having 1:1's in the first place is what really matters. The sweet spot is to meet every week or biweekly for 30 to 60 minutes.

A Sample 1:1 Meeting

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In Advance:

1. Discuss the 1:1 meetings and proposed scheduling with team members.
 - Provide “New or First 1:1 Meeting” document to team members if helpful.
2. Send calendar invitations for the meeting(s).
 - Schedule out at least quarterly in advance, longer is better.

3. The detailed part of the agenda is best when prepared entirely by a team member.

Priorities | Targets | Challenges | Actions

- 2-3 days prior, ask for inputs to agenda within each category. Simply use a calendar invitation to show when inputs are expected.



Meeting Day & Time:

1. Review agenda, and any unique input points.
2. Conduct meeting using the 1:1 Template.
3. Debrief meeting.
 - What's your biggest takeaway from our discussion today?
 - What could/should we do different?

The key here is meeting consistency. Schedule 1:1 meetings in advance, make them important, and have an agenda.

Steering the Conversation

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Useful questions for steering conversations in a helpful direction:

Use only 2-3 questions per meeting.

It's certainly okay to use the same question multiple times if it works for you both.



Team Member's Role:

- How do you feel during your workdays?
- How are you feeling?
- What is on your mind?
- What are you most excited about?
- What are you most worried about?
- What made you want this role?
- What are your professional / personal goals?
- What gives you energy? What drains it?
- What do you least prefer doing and why?
- If you could change one thing about your job to make it better, what would it be?
- Which skills would you like to continue working on?

Updates:

- What are your current or most recent wins?
- What are you happy about or proud of?
- What has challenged you since we last talked?
- What's going well?
- Name one or two ways I can help.
- What are your top priorities these days?
- Anything that should be on my radar?
- How are things outside of work?
- What would you like to talk about today?

About Me:

- If your best friend was about to start working directly for me, what advice, counsel or cautions would you give her?
- Do you receive enough feedback?
- Are my communications clear and easily understood, or is there something I can do to improve?
- What advice do you have for me on how to best support you right now?
- What are your top questions or concerns I can help address?
- Moving forward, what's the most important thing I can do to support you?

