

Effective 1:1s

Effective 1:1s (Purpose)

Why are 1:1s Important?

- Key method for regular information flow
- Key tool for relationship building
- Enables the leader to stay in touch with the individual
- Demonstrates to the individual that they are valued
- Enables the individual to get coaching from their manager

Effective 1:1s (Principles)

Principle #1

The 1:1 Meeting is Important

- Needs to occur according to an agreed upon schedule between the manager and the individual - weekly, bi-weekly or monthly.
- Keeping the meeting commitment demonstrates that the relationship is important – cancellations should be rare!

Effective 1:1s (Principles)

Principle #2

Standardize wherever possible

- Turn the 1:1 into a routine
- Have a standard agenda (can be adjusted if needed)
- Determine standard meeting location

Tip – Sometimes it's helpful to have the 1 to 1 in a unique location (e.g. walk and talk or over coffee). This can be more relaxed and conducive to having an in depth discussion about a single topic.

Effective 1:1s (Principles)

Principle #3

The Individual is the Customer

- The individual should drive the agenda
- Ensure the individual understands they are the customer of the meeting

“Since it’s the employee’s meeting, the manager should do 10% of the talking and 90% of the listening. Note that this is the opposite of most one-on-ones.”

Ben Horowitz, Founder and General Partner,
Andreessen Horowitz

Effective 1:1s (Principles)

Principle #4

Take time to talk Career

- Make sure career is discussed on periodic basis – quarterly or bi-annually
- Review overall performance at least annually

Effective 1:1s (Principles)

Principle #5

Makes 1:1s Count!

- Keep track of follow-up - Document responsibility and target date
- Meet follow-up commitments from 1:1 or renegotiate ahead of time
- If the individual feels that the leader regularly under reacts or over reacts they will stop bringing issues forward

Effective 1:1s - Tips

Tips

- Demonstrate the 1 to 1 is important by:
 - Keeping your scheduled appointment. If cancellation is absolutely necessary, always reschedule.
 - Preparing for the meeting in advance
 - Keeping your commitments on next steps

“The people who work with you as their manager will look to you as one of their sources of wisdom.” Ken Blanchard, author of *The One Minute Manager*