



Leader's Guide to EFFECTIVE One-on-one Meetings

OVERVIEW

One-on-one meetings are a dedicated time for a leader and the team member to connect. It's a time to listen and understand how your team member is doing and feeling in their current role to help them achieve optimal performance. These meetings are considered part of our performance management cycle as we encourage real-time feedback and coaching.



By having regular one-on-ones and providing feedback on performance along the way, there are fewer opportunities for surprises during formal performance and compensation reviews. It also helps to create an environment where values are the guiding principles for how we behave as we achieve results.

Frequent and consistent one-on-one meetings are also an opportunity to re-recruit and re-engage your team members. Taking a few moments to help them build excitement for where they work, anticipate more challenges and accomplishments, and reflect positively on the past is a great way to keep them engaged.

TIPS FOR AN EFFECTIVE ONE-ON-ONE

One-on-one meetings should be focused and organized without feeling rushed.



Schedule

The frequency with which you have one-on-ones may vary. Share your desired frequency with your team and schedule time.



Prepare

Keep a running list of discussion topics. This will help make the most out of the time you have with your team member.



Be Present

Turn off or silence your phone and close or mute your laptop to avoid distractions. If you can't be fully present, then reschedule.



Start Positive

Share a win to create positive energy. Recognition of any type can go a long way to increase commitment to the team and organization.



Problem Solve

This is a good time to discuss any challenges your team member has, and problem solve.



Feedback

Ask your team member if there's anything you could be doing differently as a leader to be more effective. Listen intently and ask for clarification, if needed.



Career

Schedule separate meetings to discuss their career and professional development.



Gratitude

Close with positivity. A note of appreciation and gratitude. Words of affirmation mean a lot to team members.



DO'S

- Be ready to focus on the person and come prepared.
- Notify your team member in advance if you plan to discuss specific items so they can prepare.
- Empower your team members to begin with their topics.
- Clarify any action items and expected due dates.
- Be curious. Listen to your team member's concerns and provide constructive feedback and ideas.
- Leave time for questions and/or feedback.
- Share a win. It creates positive energy.



DON'T'S

- Be rigid. While it's wise to have an agenda, it's also important to be flexible.
- Cancel, skip, or be late. Demonstrate to your team member that you value their time by arriving on time.
- Talk more than they do.
- Multi-task or allow for distractions.
- Forget to say, "thank you." It's important to show your team member that you value them.
- Commit to something and not follow through.

CONVERSATION STARTERS

Consider these sample questions to create dialogue and start the conversation with your team member.

What can I do to better support you?
What are you interested in being more involved in? What ideas/suggestions do you have for improvement? What should I stop/start/continue doing?

What's your top priority right now? What challenges or roadblocks are you facing? How can I help? How do you know that you've had a productive day?

What's on your mind? What were your work and non-work highlights since we last met? How are you doing with work/life balance?

What new skills are you learning? What new skills would you like to learn? What interest do you have in attending conferences or taking courses? What part of the business would you like to learn more about?

How is the team doing? What issues or problems should I know about? How are you staying connected with the team? How can I help you connect with others? How are you currently asking for support from others?

ENDING THE ONE-ON-ONE

Create a baseline by consistently asking your team members if one-on-one meetings are effective for them. Has their outlook improved, regressed, or stayed the same? Monitoring this can help you to track engagement and outlook as well as identify any concerns.

We recommend that you document notes in the **"Check In"** functionality in Workday. This will make it easy for you to reference the meeting and review what decisions were made, what next steps you agreed to, and any other context you'll need to be effective.

SUMMARY

Date: _____

 When	 Topics	 Actions
 Due Dates	 Next Time	

