



*The Complete  
Cheatsheet*

# THE POWER OF 1:1 MEETINGS

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# BENEFITS

## *Key Benefits of 1:1's*



- Refocus and reconnect to priorities
- Better framework for performance reviews
- Track morale, engagement and challenges
- Create collaborative, high-efficiency culture

1:1's encourage engagement of both the employee and the manager. When executed correctly, 1:1's can cultivate manager-employee relationships and establish a healthy company culture. This helps employees feel both seen and heard, enhancing performance & productivity and tackling roadblocks in real-time.

## WHAT'S INSIDE



- "Role Negotiation" Meeting Steps
- Preparing for your 1:1 Meeting
- Steps for a Successful 1:1
- Things to Avoid in a 1:1
- Final Thoughts

# WHERE TO START?



## **"Role Negotiation" Meeting**

This one-time first meeting is a critical step in setting the framework to lead your employee down the road to growth and development. Have a clear picture in mind of what success in this role looks like. What is the ideal? What work needs to be done to get there?

- 1 Clarity**

Clearly detail what the job requires, what is expected and what role they play in the big picture of the company. Identify key responsibilities and how their work directly impacts the rest of the team.
- 2 Transparency**

Review the company mission, goals, culture and values. Your employee may know the organization frowns on stealing, but they may not know that there's a no-tolerance policy for gossip.
- 3 Accountability**

Discuss rewards, monetary or otherwise, and growth and developmental expectations. Identify the "what" but also the "how." "How can I grow?" "How can I contribute?" "How will my successes be measured?"
- 4 Structure**

Whether you are checking in with each team member for 30 minutes once a week or an hour once a month, establishing a structure will ensure your employee knows they will be getting regular face-time with you, plus a chance to give and receive performance feedback.

# BEFORE YOUR 1:1



## ***Know Your Role as a Mentor***

Get into the mindset of a mentor! Your goal should be to guide your employees on their journey to success. Be personally invested in your team's growth and development and your employees will follow suit. This means being honest when expectations are not met and praising when they are surpassed. Give direct, constructive feedback.



## ***Collaborate to Create an Agenda***

Create an agenda that will guide your 1:1s. This is a collaboration where both you and your employee add items based on concerns and questions. Talking points should be created that will drive the conversation about professional and personal development. Doing this BEFORE the 1:1 will ensure everyone has a chance to prepare for the discussion.



## ***Create a Plan***

Based on the agenda, create a plan for success. Come up with actionable ideas that will help your employee grow in their role. It's important to have a plan in mind that will provide opportunities for improvement and development and that can tackle current performance issues or roadblocks.

# 10 STEPS FOR A SUCCESSFUL 1:1

## 1 **Begin with a Check-In**

The 1:1 meeting should take place in a safe space to address interpersonal issues as well as work related concerns. Build trust and set the tone by sharing how you are feeling. Then, open up the discussion for them.

## 2

### **Follow Up on Action Items**

Discuss action items that were established in a prior 1:1. Action items should include growth and development tasks, like learning new tools, as well as specific timeline objectives.

## 3 **Behavioral Skills**

Clear communication, time management, and interpersonal skills, as they relate to their role within the company, are a few of the topics a manager can overview. Note where your employee shines and falls short to help direct their path to success.

## 4

### **Feedback**

This is the moment employees are encouraged to voice concerns or challenges they are facing at work. It is important to pinpoint key frustrations and stress triggers.

## 5

### **Discuss Accountability**

Address un-met goals and re-establish expectations. A good coach is able to tactfully point out losses, as well as encourage and mentor, to help their team members get back on track.

# 10 STEPS FOR A SUCCESSFUL 1:1

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## **Culture Check**

Review core values, mission statements and organizational goals to keep everyone on the same page within the bigger picture and the larger team.

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## **Applaud Successes**

This is a good time to bring the energy of the 1:1 up a bit. Recognize your employee's wins and contributions. Showing appreciation for a job well-done will motivate and encourage continued growth.

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## **Create Action Items**

Set clear, concise expectations and timelines moving forward. Put aside big picture OKRs or KPIs. Focus on tasks that can produce actionable, measured results in a shorter time frame. If there is a quarterly goal, define action items and milestones your employee can complete to continue moving toward that goal. Make sure you allow them to ask follow-up questions.

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## **Take Notes**

Coaching notes will be helpful for both you and your employee to look back on when future challenges arise. Be sure to also take personal notes to reference later as you monitor your employees growth.

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## **Follow-Up**

Consistent, recurring 1:1s can provide a clear path to personal and career development. Feedback, accountability and encouragement help nurture continued growth.

# THINGS TO AVOID

## **Missing Meetings**

Regardless if everything is running smoothly or is a mess, it is important not to cancel a recurring 1:1. Take time to focus on individual growth and foster a healthy and engaged employee mindset. An unresolved issue should be addressed, as it is unlikely to improve on it's own.



## **Status Reports**

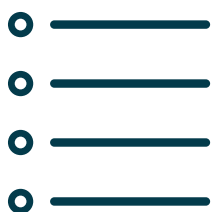
A 1:1 is not a place for status updates. Instead, discuss where the employee is and where they want to be. Take this opportunity to raise morale and promote a motivated, productive and proactive mindset by connecting current roles to future life goals.

## **Low Quality Feedback**

Provide considered, precise and constructive feedback to facilitate growth in a positive direction. Clearly explaining why a task was successful, or why it wasn't, marks the difference between repeat errors and repeat successes.



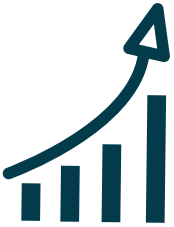
## **No Action Items**



Unless you are following up sessions with action items, you will not see the added value. The purpose of 1:1s is to grow and develop employees within their roles and within the team. Action items give clear tasks to stimulate desired growth by adding both real and perceived value to your employee's role and encouraging them to engage and succeed.

# FINAL THOUGHTS

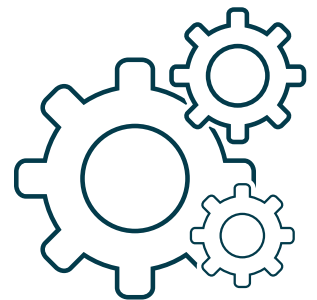
## *Be Prepared, Collaborative & Focus on Growth*



The main goals of 1:1s are continuous improvement and personal development. By using these basic steps in your 1:1 sessions, you will continue to build trust as a true leader and mentor of your team.

## *Utilize Performance Management Tools*

There is a vast array of performance management tools at your disposal, so use them! One of my favorite tools for performance management is 15Five. 15Five allows both you and your direct reports to add items to your 1:1 meeting agenda in real time. It makes it easy and simple to strategize, focus and prioritize talking points, action items and notes during your 1:1 meeting.



## *You are not alone*

Many executive leadership coaches, like myself, also provide team culture sessions. No matter what your team building needs are, an executive coach can help you navigate the tricky world of management and leadership.