

AWS One-on-One Meeting Form

One-on one meetings are one of the most effective tools for leaders yet are often underutilized or conducted poorly, impacting the critical relationship between leaders and their direct reports (employee, staff, managers).

“The best managers recognize that 1:1s are not an add-on to their role – they are foundational to it. Those who fully embrace these meetings as the place where leadership happens can make their teams’ day-to-day output better and more efficient, build trust and psychological safety, and improve employees’ experience, motivation, and engagement. The managers thrive in turn, because their success is tied to the performance of those reporting to them.”

~ Steven Rogelberg, HBR, Nov-Dec 2022

Some key benefits of one-on one meetings include: building trust with employees, building leadership coaching skills, increasing employee engagement, connecting staff to purpose and mission of the business, providing ongoing feedback to employees, building open and meaningful communication, and ensuring alignment to goals.

At Agile Work Solutions, we believe that when leaders develop a practice of effective one-on-one meetings, it results in happier team members making success that much easier!

Frequently Asked Questions:

1. What is my role as a manager in having one-on-one meetings?
 - a. Schedule and make time to hold these meetings
 - b. Facilitate open conversation through a coaching approach with open questions and active listening
 - c. Offer help and support for staff work barriers and career learning and growth
2. What is my employees’ role in having one-on-one meetings?
 - a. Discuss challenges and barriers to performing and ask for help where needed
 - b. Bring wins and successes to discuss leveraging strengths further
 - c. Share status updates for personal development plan
3. How often should I meet with my staff?
 - a. Weekly – more junior employees, new team members, remote teams
 - b. Bi-weekly – large teams for geographically dispersed
4. How long should we meet for?
 - a. Depend partly on how often you are meeting; weekly, 30 minutes may be sufficient; bi-weekly or monthly, 60 minutes is more appropriate
5. What other options can help me so I don’t have to rely solely on one-on-one meetings?
 - a. Peer mentoring
 - b. Team meetings

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6. Who should determine the meeting agenda?
 - a. Both the manager and employee jointly develop the agenda for each meeting
7. What should the meeting agenda include?
 - a. As suggested above, there are some areas of focus that are considered a good practice to include. There may be other areas you both agree might be included.
8. How can I continue to improve my one-on-ones?
 - a. Include a feedback question or rating as the end of each meeting. How would you both rate the meeting you just had on a scale from 1-5? What is one thing that you liked about how we held this meeting? What is one thing we could change to make these meetings even better?

Some Better Practices:

- Create psychological safety by ensuring staff can feel safe, empowered, and heard. Getting critical or defensive will shut down the conversation or keep it at a superficial level.
- Key coaching skills are required. Especially deep listening and asking open-ended questions.
 - a. Listening: employees should do most of the talking – 50 to 90%
 - b. Examples of open-ended questions:
 - i. What do you most enjoy about your role?
 - ii. Where would you like to see your career go?
 - iii. What activities outside of work do you most enjoy?
 - iv. If you were in my shoes (the manager), what is one thing you would change?
 - v. What more do you need from me to help support you or the team?
 - vi. What should I stop doing?
 - vii. What are your long-term goals? (5+ years)
 - viii. What might be the next steps in your career?
 - ix. What are focused on learning right now?
- Depending on the relationship with the employee, asking for feedback on your performance as a leader can be very helpful. Ex. What do you like about how I lead? What might be helpful for me to focus on to be a better leader?
- Reduce formality and status updates – get to know your employee and what motivates them. Use other means, like stand-up meetings, for status updates instead.
- Try breaking up the routine of these meetings – walk and talk or pick a different location!
- Be flexible on how the meeting happens – this form is a guide only. Each meeting may focus on different aspects for different lengths of time. Manage the process: start on time, end on time.

Pre-Meeting

Employee:	
Best Dates/Times to meet:	
Meeting Location:	
What do I need to bring up or discuss in this meeting?	
What distractions do I need to address? (phones, notifications, etc.)	
What is my emotional state?	
What are my ideal outcomes from this meeting?	
What feedback can I give that would be helpful?	
What else do I need to prepare for this meeting?	

Meeting

Welcome and check-in	
State my intent, goals, hopes for this meeting:	
Agreement on agenda:	
Share a personal win, something positive, gratitude:	
What win or success has employee experienced lately?	
3 key priorities or goals employee is working on?	<ol style="list-style-type: none"> 1. 2. 3.
Challenges employee facing <u>on these priorities?</u>	
Coaching approach to briefly explore challenges:	
How could I be of assistance in helping this employee?	
Employee update on their personal development plan:	
Agreed actions/take aways for both:	
Meeting feedback:	

Post-Meeting

Reflection on meeting feedback:	
What were successes and challenges of this meeting?	
What actions or follow-up do I need to take?	