

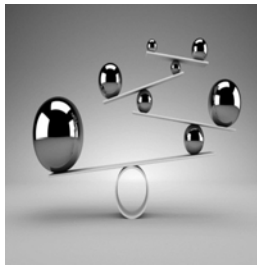
6 Steps for Successful One-On-Ones

1. Regular Schedule

One on Ones should be *scheduled, weekly*, for at least *30 minutes*, with *each of your direct reports*, in which the *direct report's issues are primary*, and the *manager takes notes*. **Questions to ask:** What did you accomplish this quarter? What is your favorite part of your current role? What would you describe as your biggest strength? What one skill would you like to develop to improve in your current role?



29% of employees who spend 6 hours a week interacting with their manager are more inspired than employees who spend just one hour with their manager.**

**2. Balanced Conversation**

Communication involves a willingness to engage in three types of conversations with employees: corrective, coaching, and praise. Managers who are adept at communication foster a transparent, open, and honest team atmosphere. At the individual level, effective communication—including targeted, actionable feedback—can build awareness and action toward better employee performance. **Questions to ask:** What did you learn? What will you do differently next time? How can I best help you in your current role?

Managers account for at least 70% of the variance in employee engagement scores across business units.*

**3. Goal-Setting**

Clearly and consistently communicate where the organization has been and where it is going. An organization's mission or purpose must be communicated from the top down. Emphasize employees' strengths. Understand your direct reports' strengths and know how those strengths play out in specific tasks and responsibilities. Mold employees jobs to best allow them to make the most of those strengths. Discuss both the WHAT and the HOW. **Questions to ask:** What do you plan to accomplish next month/semester? How do your current projects help you accomplish these goals? What do you feel most proud of?

At least 2/3 of employees who strongly agree that their manager helps them set work priorities and goals are engaged.*



* indicates Gallup

** indicates Quantum Workplace

6 Steps for Successful One-On-Ones

4. Career Development



Leaders must make learning and development a priority for themselves and their managers, and they must take steps to create an environment where people have ongoing opportunities for personal improvement through formal coaching, group classes, mentoring or some other form of learning. **Questions to ask:** How can I best help you achieve your career goals? What was your biggest challenge? What is getting in the way of doing your job? What is the most frustrating barrier? How can I help remove barriers? Are there other individuals you would like me to enlist to help you achieve your career goals (e.g., a colleague in a role you're interested in pursuing)?

When managers focus on employees' strengths, **61%** of workers are engaged and only **1%** are actively disengaged.**



5. Pause & Breathe



Take a few minutes to go over your notes about what was discussed and the next steps. Collaboration is defined as creating an environment and culture of teamwork. Managers who excel in this skill foster trust and relationships between all team members, clarify team roles, and encourage cooperation toward achieving a common goal.

More than **2/3** of employees who strongly agree that their manager focuses on their strengths or positive characteristics are engaged.*



6. Follow Up



Managers are responsible for achieving results and retaining their people. People and their behaviors are what deliver results to your department. Accountability is necessary and wanted. Create a structure and process to help your team deliver on expectations. Agree on timelines for checkups, reports, and/or deadlines for what you owe the employee and what they owe you. **Questions to ask:** What can I hold you accountable for next time we talk? What can I be accountable to you for the next time we talk?

78% of employees who set goals but did not write them down or have follow-up reports with someone else were less likely to achieve their goals.**



* indicates Gallup

** indicates Quantum Workplace