6 Tips 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. **Questions to ask:** What have been the biggest challenges from this past week? How is your workload? Are there any deadlines you are concerned about? Is there anything it's important for me to be aware of this week?

   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 help 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 is going and how the employee’s goals tie into and support the organization’s goals. Understand your direct reports’ strengths and know how to best allow them to make the most of those strengths. Discuss both the WHAT and the HOW of goals. **Questions to ask:** What do you plan to accomplish next month/semester? How do your current projects help you accomplish these goals? What are you most proud of accomplishing?

   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
4. Professional Development

Leaders must make learning and development a priority for themselves and their employees, and they must take steps to create an environment where people have ongoing learning opportunities for professional development. This might include classes, job shadowing, mentoring, work assignments, etc. **Questions to ask:** How can I best help you achieve your career goals? What was your biggest challenge? What knowledge or skills would help you do your job even better?

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

5. Prepare & Plan

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