Managers' 1-Page Guidelines for One-to-Ones

A suggested agenda – feel free to flex it and make it your own!

1

"How are you?"

Break the ice, build rapport, build the relationship: "How is your dog/ football team/partner etc?"

"How have the past x weeks been for you?"

2

Joint review of the job achievements since last 121, one by one (against objectives or the job description/requirements)

They talk first

Give your own specific feedback

3

Joint review of personal development items, one by one (if applicable) using the PDP process

They talk first

Give your own specific feedback

Address any behavioural or performance issue here

4

Anything else we need to talk about?

"Are you happy?"

"Is there any more support you need?/ Are you getting what you need from me?" 5

Together:

Summarise actions & next steps

Agree any follow up

Agree next 1-2-1 date and time

Manager's 10 Top Tips for Successful One-to-Ones

1. PREPARATION IS KEY



2. ESTABLISH
AN INFORMAL,
UNHURRIED
ATMOSPHERE GIVE TIME
TO TALK





3. PRAISE & ENCOURAGE, USE POSITIVE LANGUAGE



4. PROBE AND LISTEN

5. NIP PERFORMANCE ISSUES IN THE BUD -FOCUS ON PERFORMANCE (TASK OR BEHAVIOUR) NOT PERSONALITIES; FOCUS ON THE FACTS

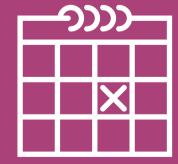




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6. THE 80-20 RULE APPLIES (THE EMPLOYEE SHOULD HAVE 80% OF THE AIRTIME)

7. DON'T CANCEL OR POSTPONE
UNLESS AN ABSOLUTE EMERGENCY
OCCURS AND YOU HAVE
BOTH AGREED IT'S OK —
SHOW YOUR TEAM HOW
IMPORTANT THEY ARE





8. ALWAYS LET
THE OTHER PERSON
GO FIRST, BEFORE
YOU ADD YOUR
THOUGHTS;
ENCOURAGE
SELF-APPRAISAL



9. AGREE A PLAN/ NEXT STEPS AND NEXT MEETING AT THE END – AGREE MEASURABLE TARGETS AND MAKE THEM **SMART!** 10. ALWAYS ASK FOR FEEDBACK FOR YOU AT THE END OF THE MEETING — IT WILL HELP YOU DEVELOP AS A MANAGER AND MAKE THEM FEEL GREAT! (E.G. "IS THERE ANYTHING ELSE YOU NEED FROM ME TO SUCCEED?")

