Purpose of a 1-on-1

To give you a chance to bring up issues that we haven't had time to discuss in other settings. To talk about just about anything you'd like.To discuss your professional development goals for the week, or anything I can do to support your other work

Manager Goals

Build Relationship

Help Reports Grow

Set and Follow Up on Expectations

Safe Space For Two-Way Feedback

Agenda

Take Temperature

Follow Up on Followups

Discuss Topics

Give Feedback

Take Feedback

Create More Followups

Tips

It's Their Meeting, Not Yours

No Status Updates!

Ask Open-Ended Questions (How, What)

Take Notes

Encouraging Tone & Body Language

Wait Out Silences

Coach, Don't Tell

Get Out Of The Rut (Lunch, Walk, Game)

Feedback Model

Describe Specific Behavior and Impact

Listen Carefully

Develop Shared Expectations

Collaborate on Plan

Prompts: Career Development

What areas do you want to work on this week?

Have you thought about your long-term goals?

What steps do you think you could take to reach your goals?

Is your recent work helping or hurting your development?

Prompts: Job Satisfaction

Are you happy here? What makes you say that?

Are you growing in your role? What makes you say that?

What interests you about your current project(s)?

What's your (least) favorite thing about work right now?

What changes would you like to see?

What areas do you feel your hands are tied about?

Which areas would you you like more feedback on?

Prompts: Company

What's the biggest opportunity we're missing out?

What's the #1 problem in the organization? What's causing it?

What are we (not) doing that we should (not) be doing?

What would you change or improve?

Prompts: Team / Project

How are you feeling about the team (project)?

Are you working well together as a team? What makes you say that?

Who would you like to work more (less) with? Why?

What are you learning on this project? Any interesting aspects?

What has gone well, what could have gone better?

Common Problems

Emotions

Emotions are normal. Be a calming presence (calm <> indifferent.) Take a break if needed. "How can I help? What can we do?" LISTEN.

Tough Feedback

Prepare thoroughly. Do it first and be direct. Acknowledge discomfort. Reports WANT feedback.

Not My Fault

Whose fault is it? (LISTEN!) Might be a mismatch of expectations.

Quiet / Awkward

Open-ended questions. Use silence as tool. Set expectations. Ask for feedback. Start with favorite topics (#1 interesting topic: the report themselves.)

By **kthejoker**
cheatography.com/kthejoker/

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