

## The Basics of Effective One-on-Ones (O3s)

What are the **BASICS**?

- Regularly Scheduled
- Rarely Missed
- *Primary Focus on The Team Member*
- *Notes & Follow Up Critical*

### WHEN Do We Do One-on-Ones?

Good Managers *Rarely Miss Them*

- For **Most**, **Weekly** With Each Team Member
- For **Some**, **Bi-Weekly** With Each Team Member

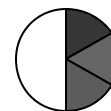
### WHERE Do We Conduct One-on-Ones?

- The Key is NOT IN PUBLIC – It does NOT have to be “in private”
- If you have an office, in your office with the door closed
- If you have a cubicle, at your desk, with sensitivity – it really does work

### WHAT Do We Do and HOW Do We Do It?

How Long? **30 Minutes**

10 Mins For Them  
10 Mins For You  
10 Mins For Development



### How Do I PREPARE?

**Ask Yourself These Simple Questions:**

- **What do my follow up notes say I need to check on?** Am I committed to following up? What notes should I make now? How might I ask that question? Am I *really* committed to following up?
- **What do I need to be sure to communicate?** What behavior of his/hers am I focusing on? What projects or work am I involved in? What organizational issues/news/efforts can I share? What meetings have I just attended - what did I learn? What are the common items I need to get out to everyone – about schedules or projects or workload or our team?
- **What positive feedback can I give?**
- **What adjusting feedback am I going to give?**
- **Is there something I can delegate?** What project, task or work would be helpful to their development?

### What Are Some Effective Questions I Can Ask?

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| • Tell me about what you've been working on.       | • What questions do you have about this project?     |
| • Tell me about your week – what's it been like?   | • Where do you think I can be most helpful?          |
| • Tell me about your family/weekend/ activities?   | • How are you going to approach this?                |
| • Tell me about anything you stumbled over.        | • What are your thoughts on my changes?              |
| • Would you update me on Project X?                | • What do you think about it?                        |
| • Are you on track to meet the deadline?           | • So, you're going to do "X" by Tuesday, right?      |
| • What questions do you have about the project?    | • How do you think we can do this better?            |
| • What areas are ahead of schedule?                | • What are your future goals in this area?           |
| • What areas of your work are you confident about? | • What are your plans to get there?                  |
| • What worries you?                                | • What can you/we do differently next time?          |
| • What suggestions do you have?                    | • Tell me about what you've learned on this project. |

**One-on-One Tracking Form**

**Team Member:**

**Date:**

Personal: (Spouse, Children, Pets, Hobbies, Friends, History, etc.)

**Team Member Update:** (Notes you take from their "10 minutes")

**Manager Update:** (Notes you MAKE to prepare for YOUR "10 minutes")

**Future/Follow Up:** (Where are they headed? AND, Items that you will review at the next O<sup>3</sup>)

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| • Tell me about what you've been working on.     | • Is there anything I need to do, and if so by when? |
| • Tell me about your week – what's it been like? | • How are you going to approach this?                |
| • Tell me about your family/weekend/ activities? | • What do you think you should do?                   |
| • Where are you on ( ) project?                  | • So, you're going to do "X" by Tuesday, right?      |
| • Are you on track to meet the deadline?         | • How do you think we can do this better?            |
| • What questions do you have about the project?  | • What are your future goals in this area?           |
| • What areas are ahead of schedule?              | • What are your plans to get there?                  |
| • Where are you on budget?                       | • What can you/we do differently next time?          |
| • What did ( ) say about this?                   | • Any ideas/suggestions/improvements?                |