

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

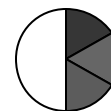
WHERE Do We Conduct One-on-Ones?

- 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 O³)

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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? |