

Share in the Chat: Reply to Everyone

Our Pre-Session Question: What have you learned this year that will help us all be better leaders?

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Listen more than talk!!!



Welcome to the December Leadership Caffeine Jam Session!

The only 45-minute self-generating professional development session (with great people) you'll attend every second Friday of the month

- New to one of these?
- No slides/No Pitches/Lots of sharing (They're a little messy, but a lot of fun)
 - Recording and anonymous chat stream published Sunday
- For everyone: Light up the chat stream... Reply to Everyone!

Confession: My Favorite 1:1s...

Unstructured
Unscheduled
Unscripted

Didn't follow any rules... except the ones about being in the moment, enjoying the interaction, supporting each other, sharing important information, helping

Genuinely interested in seeing each other. He offered positive feedback. I asked about a big deal he was working on. I shared the results of my European trip and next steps. He asked how he could help. I asked how I could help. We parted vowing to meet like this again!

Further confession: this is the only 1:1 with a boss that ever seemed valuable for me

The Analyst Relations Director

The Friday sometime after 2:00 PM Calls; Never scheduled

"What did you learn that we need to act on?"

What do I need to do to help you?

"What are you doing with the family this weekend?"

Skipped one Friday. "Where were you?"

Let's Learn Something About You

POLL QUESTION: Do you find your 1:1s valuable?

Follow on for the chat stream...why/why not?

What makes them valuable?

POLL QUESTION: How often do you engage in 1:1s (either with your boss or team members)?

Weekly?
Every other week?
Monthly?
Other

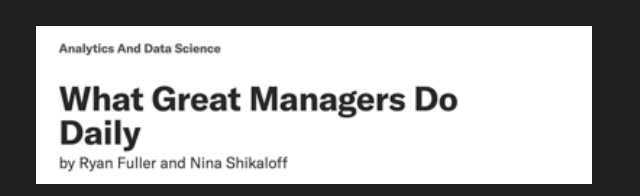
A new manager asks, "What's the point?"

What will you say to this individual?

"I've never had a 1:1 with my boss that seemed to be worth the time. Now that I'm a manager, I can't figure out what the deliverable from these sessions should be. I think they're a waste of time."
-Engineering Manager (first week on the job)

Spotty, Anecdotal Research On the 1:1 Topic

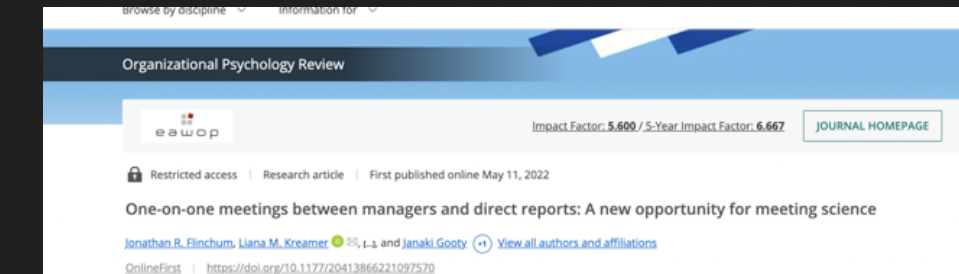
In the companies we analyzed, employees who got little to no one-on-one time with their manager were more likely to be disengaged. On the flip side, those who got twice the number of one-on-ones with their manager relative to their peers are 67% less likely to be disengaged.



Few organizations provide strong guidance or training for managers on meeting individually with their employees, but the author's research shows that managers who don't hold these meetings frequently enough or who manage them poorly risk leaving their team members disconnected, both functionally and emotionally. When the meetings are done well, they can make a team's day-to-day activities more efficient and better, build trust and psychological safety, and improve employees' experience, motivation, and engagement at work.



Internal studies conducted at Microsoft and Cisco found that direct reports who had more frequent and effectively run 1:1 meetings with their managers were more engaged than their counterparts.



Process Check: What problem are we trying to solve with 1:1s?

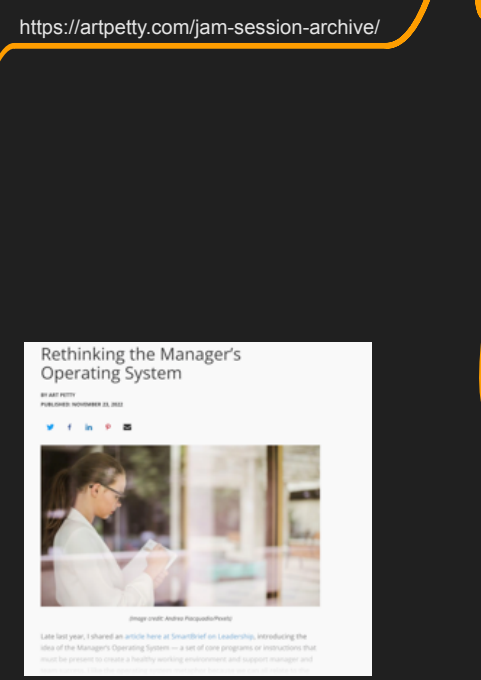
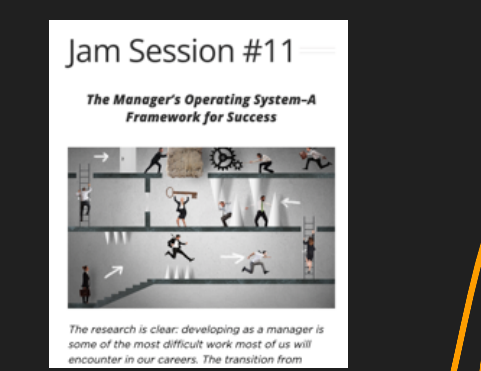
How to Measure Employee Engagement With the Q12

There are 12 needs managers can meet to improve employee productivity. This approach to engagement is simple and works. These are the 12 employee needs that make up the basis on Gallup's engagement survey:

01. Know what is expected at work.
02. Know the rationale and explain it to me every day.
03. At work, I have the opportunity to do what I do best every day.
04. My supervisor cares about me as a person.
05. My supervisor or someone at work seems to care about me as a person.
06. There's someone at work who encourages my development.
07. At work, my opinions seem to count.
08. The resources or support of my company makes me feel my job is important.
09. My supervisor or someone at work seems to care about me as a person.
10. I have a clear role at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

<https://www.gallup.com/workplace/356063/gallup-q12-employee-engagement-survey.aspx>

The Gallup Questions Offer Guidance for Quality 1:1s



<https://hrpp.smartbrief.com/original/2022/11/rethinking-the-managers-operating-system>

- As do at least 4 of the 10 Manager's Operating System (MOS) programs
1. Context: what you're doing is important. Here's what's going on
 2. Connection: you matter and your superpowers add value
 3. Coaching: dialog on problem-solving/moving forward/adapting/learning; coaching for goals. Constructive feedback in these sessions; Don't bank feedback.
 4. Career: (building their future together)
 5. Cheerleading!!!

Your View: The Don'ts of Quality 1:1s

Let's get these out of the way!

What are the things we definitely don't want to do within our 1:1s?

Criticism; status only updates; vent; demoralize; 1-sided; shut down ideas; demand; lead with no; know everything; gossip; water cooler only; fall asleep

YOUR THOUGHTS; The Do's of Effective 1:1s

