

How to Hold EFFECTIVE 1X1S WITH YOUR TEAM

A step-by-step guide
to the most important process of
being a people manager

BY ERIN JACKSON



"organizations have struggled to inspire and develop employees because their approach leads to unclear and misaligned expectations, ineffective and infrequent feedback, and unfair or missing evaluation practices."

-It's the Manager by Jim Clifton, Jim Harter

To set your team up for success you need to:

1. Establish Expectations
2. Continually Coach
3. Create Accountability

Why a 1x1?

It gives you dedicated time to accomplish the 3 requirements for success



What is a 1x1?

A one-on-one (1x1) is a meeting with you, the people manager, and one of the team members that directly report to you.

What is the purpose of a 1x1?

The purpose is to provide a structured, dependable time for you to meet with each team member to go over their performance, ensure alignment on expectations, figure out what additional resources they need, and remove any roadblocks in their way (usually higher level approvals or cross-functional roadblocks with other departments or other team members), build/maintain an appropriate workplace relationship, and provide rich documentation (evidence) of their performance

How often should I hold 1x1s?

A 1x1 should be held every week to every 3 weeks depending on the individual and how fast the company is moving. High change = high touch. The 1x1 cadence may need to shift throughout the year to meet the needs of the business. For example, the company just launched a new product or acquired another company. If you are meeting bi-weekly, I would move to meeting weekly during a time of change.



important tip

Your team 1x1s should be the LAST thing that gets rescheduled. It's tempting and natural to want to reschedule those first, but your team should always be at the top of your list, therefore, the last to get rescheduled. Also, be sure to show up on time! How you spend your time sends a strong message about how important your team is to you.

What time of day/week should I hold 1x1s?

I recommend not holding all your 1x1s on the same day. It's ideal to spread them out over the week, so you have time to dedicate to the rest of your duties. Also, pick a time of day when you are at your best and schedule your 1x1s then. Your team needs to get the best you, not the you that is worn out at the end of the day or hasn't had their coffee yet.

How do I hold an effective 1x1?

Start with the written process. How are you documenting your communication? If your company doesn't have a recommended system, I always suggest going simple and using a shared document like a Google Doc.

Use this between the meetings to document topics to discuss and follow up on action items.

If your team has trouble adding topics to discuss, use the bullet points on their job description. That's the main document you are performance managing against along with the specific goals for the quarter, year, etc. Going through their expectations will always bring about plenty to discuss.

If you are managing more junior individual contributors, you'll need to train them on how to come prepared for each 1x1. It will take time! But if you hold to the process, they'll get on board quickly.



My Secret to Performance Coaching:

I don't know about you, but I don't love giving direct feedback on performance mistakes. As a new manager, I found utilizing CliftonStrengths to be a tremendous help! The report provides an inside look into how each of your team operates giving you a set of information and language to provide feedback in a non-threatening, non-confrontational way. The assessment is all about what's right with people, so just taking it boosts engagement!

I recommend having your team take the Full 34!

Hi, I'm Erin!

I develop people managers. I'm so excited you are investing in yourself, your career, and in being a more effective manager for your team! You are one of the few (34% to be exact) that are taking managing people seriously. I'm really proud of you for that! Being a people manager can feel overwhelming and lonely at times. In an ideal world, you would have someone like me in your company to walk alongside you. But I know that's not always the case, so I'm really glad we found each other! If you haven't already, let's stay connected.



thank you!

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