As these 1x1s are performed in your business, keep the following points in mind:

1. **Overview: An effective one on one is a genuine opportunity for real communication and open, two-way dialogue between a team member and their supervisor**/**leader**. The goal for each one on one is to mentor and coach team members to new levels of performance, to assist them in their personal/professional development, and to develop more openness, trust and communication. They can happen during lunch or at the end of the day, and should be always done in private, not rushed, cancelled or postponed. A key element of an effective one on one is for the supervisor/leader to LISTEN and GUIDE the employee to help set their own goals and solve many of their own issues. Use a new form for each 1x1, but refer to the old one for a starting point.
2. **AT THE START OF CONDUCTING ONE ON ONES**, YOU WILL FOCUS ON AND ONLY COMPLETE TOGETHER PAGE 2 OF THE INTERVIEW FORM TO AGREE ON THE ROLES AND GOALS OF EACH TEAM MEMBER AS WELL AS WHAT THE RESULTS OF ACHIEVING EACH GOAL WILL LOOK LIKE -- AND HOW THEY WILL BE RECORDED. THE ROLES, GOALS AND RESULTS ARE A KEY PART OF THE ONE ON ONES FROM THAT POINT FORWARD. After goals are set, then schedule the date for the next 1x1 30-60 days later and begin using all the pages on the 1x1 form.
3. **PREPARE BEFOREHAND** – take time to prepare for these and don’t go in “winging it”. Put thought into each section and ensure you are 100% present during these with no interruptions.
4. **LIMIT GOALS** to stretch goals in 3 areas of focus maximum. More than that becomes too much to attempt at one time. Remember great goals are SMART – specific, measurable, achievable, relevant and time based.
5. Throughout this keep in mind the key elements of empowering a team: E.P.A. –
	1. Clear expectations – These make accountability and ownership of results much, much easier. The hard part of accountability is when the goals are not clear.
	2. Genuine participation (with clear goals in mind) – Ownership happens when team members have a genuine voice and decision making is pushed out to them as much as possible.
	3. Appropriate and frequent appreciation – Appreciation fuels the soul. It is a business term for L-O-V-E.
6. **Other keys to successful one on ones:**
	* 1. **Maintain consistent frequency** – 1x1s should be regularly scheduled at least every 4 months. Three months seems to be too soon and 6 months is too long. Put them on the schedule and hold to the schedule. Only allow death or illness to reset them. Otherwise the message is sent the team member isn’t important.
		2. **Use your 1x1 form as a guide** – Use this form to guide the flow of the discussion and have a record to come back to for the next time. Don’t jump in the middle, but like an agenda for a team meeting, stick to the sequence of things discussed.
		3. **Capture Goals** - Make sure goals are captured by the team member so they are very aware of what will be followed up on next time.
		4. **Always start with the positive** – Use specific examples to provide praise and encouragement. Do not generalize. Avoid statements such as, "I think you're doing a fine job, but ..." followed by a long list of negatives.
		5. **Always be impeccably fair** -

 a) Be consistent. Ensure you are not criticizing a deficiency in one team member while accepting it in another.

 b) Use specific examples to support your coaching examples.

 c) Base your conclusions and use only examples from the current appraisal period. Do not throw the kitchen sink into the discussion bringing up past issues.

 5. **Avoid accusations** - Use more questions. For example:

 "You're doing the same thing all over again. You're all bogged down and nothing is getting done on time."

 VS.

 "How do things get so bogged down? What do you think can be done to correct the situation?"

1. S**et goals together.**
2. Gauge the ultimate success of this by the individual growth occurring in each team member and the trust that is established in your relationship. As a Leader you are called to mentor your team members and build leaders at all levels. Finally, successful one on ones mean annual reviews are easy to do and there are no surprises

 **Bob Spiel**

CEO/President

 Spiel Consulting

 bob@spielconsulting.com

**One on One Coaching Interview**

**Team member name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_**

**Next One on One Date and Time \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**I. WINS AND THANKS: What’s been going well for this team member? What are specific Examples?**

**1. Thanks for:**

Example(s):

**2. Thanks for:**

Example(s):

**3. Thanks for:**

Example(s):

4. **Thanks for**:

 Example(s):

**II. How is the team member performing?**

WHAT ARE THEIR PROFESSIONAL ROLES, GOALS AND RESULTS:

|  |  |  |
| --- | --- | --- |
| **Roles***Roles are best defined as the “hats” a team member wears throughout the day. Rather than job description “responsibilities” like “Lead Hygienist” a role is more active by definition. For example: Educator, Marketer, Provider, Comforter, Technician, Advocate, etc. Limit the roles to no more than five total. Combine some if needed.* | **Goals***Define goals associated with each role. Some will be numeric. Others will have a goal and then a deadline. Set 1-2 goal(s) for each role, and then reset goals as the first are met.* ***Remember, a goal not written is only a wish.*** | **Results***What are the results for the specific goals set for each role? Keep a record of progress and achievement. This is where upside down leaders use CARE: Challenge, Accountability, Requirements and Education to bring greatness from the inside out. Set specific goals and get specific answers about their achievement.*  |
|  |  |  |
|  |  |  |
|  |  |  |

**III. PERFORMANCE COACHING:**

What are this team member’s 2- 3 opportunities for greater growth and accomplishment in their roles and goals? What do you both see as their greatest chances to continue to grow and improve? How will it happen?

**1.**

**2.**

**3.**

**IV. FEEDBACK TO LEADER:**  As the one conducting this 1 on 1, ask the person you are interviewing this question: What CAN I do more of, less of and the same to help YOU succeed?

* More of
* Less of
* The same

**V. RESOURCE PLAN:** Record the tools, training and resources needed for the team member to achieve their goals. What is the plan to get these done?

1.

2.

3.

Team member signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_