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

**What are the BEDROCK BASICS of GREAT One-on-Ones?**

- Regularly Scheduled
- Never Missed
- Primary Focus on The Team Member
- Notes & Follow Up Critical

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

- One-on-Ones are **Sacrosanct** – Good Managers **Never** Miss Them
- For Most Managers, **Weekly** With Each Team Member
- For Some Managers, **Bi-Weekly** With Each Team Member
- For Only a Few Managers, **Monthly** With Each Team Member

**With WHOM Do Managers Have One-on-Ones?: EVERYONE**

**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

**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 Career/Growth/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 corrective 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?**

<table>
<thead>
<tr>
<th>What I Can Ask</th>
<th>What They Can Ask</th>
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<tbody>
<tr>
<td>Tell me about what you’ve been working on?</td>
<td>What questions do you have about this project?</td>
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<tr>
<td>Tell me about your week – what’s it been like?</td>
<td>Where do you think I can be most helpful?</td>
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<td>Tell me about your family/weekend/ activities?</td>
<td>How are you going to approach this?</td>
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<td>Tell me about anything you stumbled over.</td>
<td>What are your thoughts on my changes?</td>
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<td>Would you update me on Project X?</td>
<td>What do you think about it?</td>
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<td>Are you on track to meet the deadline?</td>
<td>So, you’re going to do “X” by Tuesday, right?</td>
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<tr>
<td>What questions do you have about the project?</td>
<td>How do you think we can do this better?</td>
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<td>What areas are ahead of schedule?</td>
<td>What are your future goals in this area?</td>
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<tr>
<td>What areas of your work are you confident about?</td>
<td>What are your plans to get there?</td>
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<tr>
<td>What worries you?</td>
<td>What can you/we do differently next time?</td>
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<tr>
<td>What suggestions do you have?</td>
<td>Tell me about what you’ve learned on this project?</td>
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## Manager Tools One-on-One Tracking Form

<table>
<thead>
<tr>
<th>Team Member:</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Departmenbt:</td>
<td>Time:</td>
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**Personal/Notes:** (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)

- 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?