

One-on-Ones with Team Members

The regular one-on-one meeting with each team member provides a forum for both the leader and team member to share in effective operation and development of the team member's role. If left unchecked, the business at hand will dominate; however, an effective leader keeps a development focus in the meeting to ensure the team member is continually being extended, inspired and fully engaged in their role. Here is a suggested format:

1. Commence by relating; ask questions about the team member's family/sports/interests. Preferably remember something from last encounter to ask about.
2. Ask *What has been going well for you in the last month?* Chat with them about this, draw out their wins. Where possible agree with that and affirm their achievement.
3. If possible, bring something of your own you have noticed them doing well...*I've also noticed the way you handled the XYZ customer/order... this is just how we like it to be done...* You should discover some positive performance issue to say to each team member before their one-on-one.
4. Ask... *Thinking about the last month, what would you like to have done differently?* If they don't identify anything, then ask *What would you most like to improve?* After they present their ideas on what they want to do differently, ask a series of open questions to draw out their learning...*what results would that have? How would the others benefit from that? What are some ways you could achieve that outcome regularly?*
5. If they haven't yet brought up the performance issue you wish to discuss, then present it to them as a question. *I've been reviewing the responses to the new equipment quotes; how do you feel about the acceptance levels you are achieving?* After discussing this, perhaps ask *What level would you like to achieve next month?*
6. Conclude with a summary of the actions they have identified with timeframes for completion/reporting. Best step here is to *ask them* to run you through a summary of their planned actions and confirm that they have these recorded.
7. This deals with *their* thinking about their current and future performance. To stretch them to a different level of thinking, you may also ask a development type question at each one-to-one . Eg
 - *What changes would you like to make to see your job become more effective?*
 - *What would help you develop in this role over the next year?*
 - *What do you see as the main bottleneck to greater achievement?*
 - *What leadership skills are you targeting in the next month?*
 - *How are you making the roles for your team more fulfilling?*