



BEDROCK
— DETROIT —

ONE-ON-ONE MEETING ROADMAP



TABLE OF CONTENTS

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The Why Page 3

Purpose & ValuePage 4

The Process.....Page 5

Preparation.....Page 6

Team Member RecommendationsPage 7

Leader Recommendations.....Page 9



THE WHY

The importance of regular one-on-one meetings is something that is widely acknowledged as a necessary tool to ensure accountability and improve relationships between team members and leaders.

PURPOSE & VALUE

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One-on-ones are reoccurring meetings to address all the things that don't fit into the normal flow of the business. They are a chance for you to connect with your leader, talk about your challenges, resolve problems, discuss and evaluate new ideas, provide and receive feedback, and focus on your professional development.

>>> What are the benefits?

1. Keeps team members engaged with clear communication.
2. Provides time for addressing issues.
3. Helps strengthen relationships between a team member and their leader.
4. Makes end-of-year performance review meetings much easier and ensures there are no surprises.
5. Allows for coaching opportunities and guidance.
6. It lets team members know they are part of a team.

>>> What is the process?

1. **The most effective one-on-ones are focused on the team member, not the leader.**

One-on-ones are all about helping direct reports develop and be more successful. They're not status reports.

2. **Schedule regular one-on-ones, 30-minute minimum, never cancel.**

Find a cadence that works for you and your team. This can be weekly, biweekly or monthly. Scheduling far in advance ensures that both of you will always have time on your calendar. Avoid cancelling whenever possible.

3. **Focus on drawing out key issues.**

Many team members will be hesitant or uncomfortable talking about the things that really matter. Think about it from their perspective: It's intimidating to level with your boss. Your job is to put them at ease and try to draw issues out, often by asking open-ended questions in multiple ways.

4. **Provide coaching.**

It is a leader's responsibility to help their team members find a solution, rather than solving the problem themselves. Through asking a series of questions, leaders can help their team members establish an ideal solution and map the steps toward that outcome.

PREPARATION

Use this guide to think through and document topics that you'd like to discuss with your leader in your one-on-one.

>>> Challenges, Opportunities, & Support

1. Outcome and follow-up items from previous one-on-one meeting
2. Biggest challenge I am currently facing & list of ways my leader can help me
3. Biggest opportunity I currently see & ideas about next steps
4. Things my leader should know but might not
5. Additional information I need to do my job
6. Other projects or tasks I want to talk about

>>> Development Goals & Planning

1. Review of progress towards overall development goals
2. List of things I want to ask my leader for feedback on
3. Development area I want to focus on this week & list of ways my leader can support me
4. Biggest challenge I am currently facing & list of ways my leader can help me

>>> Feedback

1. Reinforcing/positive feedback I want to provide to my leader to help him/her become a stronger leader
2. Redirecting feedback I want to provide to my leader to help him/her become a stronger leader

TEAM MEMBER RECOMMENDATIONS

>>> Create Transparency

Tell the truth in a way people can verify for themselves. Declare your intent. Get real and be genuine. Be open and authentic. Err on the side of disclosure. Be transparent about not being able to be transparent. Operate on the premise of “what you see is what you get.” Don’t have hidden agendas or hide information.

1. My intent is to be open and honest about this...
2. The outcome I have in mind is...
3. Let me show you the data...
4. Things aren’t going well right now.

>>> Demonstrate Respect

Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can’t do anything for you. Show kindness in the little things. Don’t fake caring. Don’t attempt to be “efficient” with people.

1. Thanks for all you’re doing.
2. You’re really good at...
3. What I respect about you is...
4. What do you think?
5. How do you see the situation?

>>> Extend Trust

Demonstrate a tendency to trust. Extend trust abundantly to those who have earned it. Extend trust conditionally to those who are earning your it. Learn how to appropriately extend “Smart Trust” to others based on the situation, risk, and credibility of the people involved. Don’t withhold trust because there is risk involved.

TO YOURSELF:

1. What does this situation require?
2. What are the risks?
3. How do I feel about trusting this person?
4. Does he or she have the character and competence for it?

TO OTHERS:

1. I believe in you.
2. Your track record gives me confidence.
3. You can talk to me about this anytime.



LEADER RECOMMENDATIONS

>>> Clarify Expectations

Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.

1. What exactly do you want me to deliver? By When?
2. What are the measures of success? (How will we know that we've delivered?)
3. What do we care most about – quality, speed, or cost?
4. What resources do you need to deliver these results?
5. How and when will we follow up?
6. Who else needs to know about this?
7. What do you see as our next steps?

>>> Show Loyalty

Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't "bad-mouth" others behind their back. When you must talk about others, check your intent. Don't disclose others' private information.

1. I want to acknowledge _____ for this accomplishment.
2. You did a great job! I'm going to make sure _____ hears about this.
3. Thank you for your tremendous contribution.
4. Sounds like you need to speak to _____ directly.

>>> Keep Commitments

Say what you're going to do, then do what you say you're going to do. Make commitments carefully, including implicit commitments, and keep them at all costs. Make keeping commitments the symbol of your honor. Don't break confidences.

TO YOURSELF:

1. Will I be glad I kept this commitment at some point down the road?
2. Is this a commitment I really want to make?
3. Am I committed to follow through on this?

TO OTHERS:

1. I promise to... OR I commit to...
2. You can hold me accountable for...
3. I promise to deliver by...
4. I'm willing to make this new commitment, but we already agreed on other priorities. Which of them should I postpone or cancel to take care of this?

>>> Feedback vs. Coaching

"Feedback lets team members know what you value. Frequent positive feedback **reinforces** the very best work they do." – Catherine Nelson

FEEDBACK	COACHING
Addresses past and current behavior.	Addresses future behavior.
Focuses on values and expectations.	Focuses on options and possibilities.
Is provided frequently and quickly, often in the moment.	Is provided over time, in ongoing conversations.