

1:1

A Leader's Guide to Successful Feedback



Employee feedback the force that keeps the company globe spinning. **Want proof? We've got you covered, check out these eye opening statistics on feedback.**

69% 69% of employees say they **would work harder** if they thought their efforts were being recognized and appreciated.

39% 39% of employees say they don't feel appreciated at work.

58% Only 58% of managers think they **give enough feedback**.

30x Employees are 30x more likely to be **actively engaged at work** when managers focus on employee's strengths.



*In order to **get the most from your team**, you must pay attention and regularly sit down with them individually, in order to understand their unique agendas, motivations, interests, and ambitions.*

Eric Foutch
Red Branch Media

WHY IS FEEDBACK SO IMPORTANT?

You've seen the numbers, why are one on one sessions so valuable to a company? What are the best tactics? We turned to experts in the HR field to answer that very question:

WHAT ARE SOME GOOD TIPS FOR 1:1'S WITH YOUR EMPLOYEES?

1 DON'T CANCEL THEM

The easiest way to communicate to an employee that they're not important is to cancel their 1:1, no matter what the reason. If a conflict comes up, try to reschedule the 1:1 at another time on the same day, and apologize for doing so. Cancelling a 1:1 is worse than never scheduling one at all.

2 LET THEM DRIVE (TO START)

Don't start a 1:1 by piling more work on employees. Encourage them to drive the agenda and bring a list of things they'd like your advice on or to discuss. You can try to bring these out by simply asking, "What can I help you with?"

3 GO FISHING

Ask open-ended questions to try to ferret out concerns. They can be questions about a specific project ("How's project X going?") or even more broad ("What's keeping you up at night lately?").

4 BE TRANSPARENT AND HONEST

By encouraging your employees to raise real concerns you're going to get some tough questions. If you can't answer them, tell your employee that. If you do choose to answer, answer honestly and err on the side of transparency. If they point out a problem on the team acknowledge it and respond by telling them what you're doing to fix it. If they think they're due for a promotion and you don't, reset their expectations by doing a gap analysis.

5 DISCUSS CAREER DEVELOPMENT

Every few 1:1's make sure to step away from project discussions and have a higher-level discussion about the employee's career and satisfaction on the team. These are sometimes called "stay interviews". Check in on what the employee's specific goals are and what they think will make them satisfied in their job in the coming months. If their goal is to be promoted, review the different things they need to achieve or demonstrate to move them further down that path.

6 ASK FOR COURSE CORRECTION

You won't always get answers, but every couple 1:1's with an employee ask them, "What could I be doing better as a manager?" You can get some really great guidance this way, and it's much better to get this feedback throughout the year and act on it than be surprised on it at review time when you hear about it from your own boss.

7 GIVE COURSE CORRECTION

Performance issues grow over time. Try to spot patterns early and give gentle feedback to reverse performance issues. Strengthen the tone of your feedback the longer the performance issue persists.

8 COACH THEM ON COMMUNICATION.

The one skill that can benefit any employee throughout their career is clear communication. Use your 1:1's as opportunities to coach your employees on communication. Ask them to write brief docs on relevant topics. If they are unclear explaining something, probe until you understand and then replay the point back to them, as an example.

9 DANGLE OPPORTUNITIES

Try to come up with a couple personalized ideas for how the employee could really distinguish herself. Don't assign these as goals or projects, but mention them as opportunities. See which employees take the bait and go over and above to capitalize on the opportunity, or come up with others on their own. These are the employees that are striving, a key quality in any employee.



BONUS:

Download YOUR 1:1 Cheat Sheet

1:1 EMPLOYER CHEAT SHEET

If you're the type to blank on what to ask or say, this list can be a lifesaver.

- Can you tell me about _____ ?
- What's the status report on _____ ?
- What do you need more authority on _____ ?
- What will you do on _____ ?
- What new goal or project would you like to tackle _____ ?
- I would like to acknowledge _____ for the success they had on _____ .
- What are you concerned about and how can I help _____ ?
- What do you think of _____ I'd like to discuss it before you go further.
- What are you stuck on _____ ?
- Why do you want to _____ ?
- What do you need more clarity on _____ ?
- I need perspective. What are you making progress on _____ ?
- What feedback do you need _____ ?
- What are you confused about _____ ?
- What are you overwhelmed by _____ ?
- What can I help you with _____ ?
- Why is _____ important?
- What do you want to do on _____ ?
- What are your goals for _____ ?
- What do you need me to know about _____ ?
- How will you start _____ ?
- What steps are you going to take on _____ ?
- What resources do you need _____ ?

1:1 EMPLOYEE CHEAT SHEET

If you're the type to blank on what to ask or say, this list can be a lifesaver.

- I'd like to tell you about _____.
- Here's a status report on _____.
- I need more authority on _____.
- This is what I'll do on _____.
- A new goal or project I'd like to tackle is _____.
- I'd like your help in acknowledging _____ for the success they had on _____.
- I'm concerned about _____ and need you as a sounding board so I can decide what to do.
- What do you think of _____? I'd like to discuss it before I go further.
- I'm stuck and need some encouragement to move ahead with _____.
- I'd like your vote of confidence on my idea to _____.
- Why do I want to _____?
- I need more clarity on _____.
- I need perspective. Am I making progress on _____?
- I need feedback on my work on _____.
- I'm confused about _____.
- I'm overwhelmed by _____.
- Who could help me with _____?
- Why is _____ important?
- What do you want me to do on _____?
- What are my goals for _____?
- What does a good _____ look like?
- What do I need to know about _____?
- How do I start _____?
- What are the next steps on _____?
- What resources are available to help me with _____?