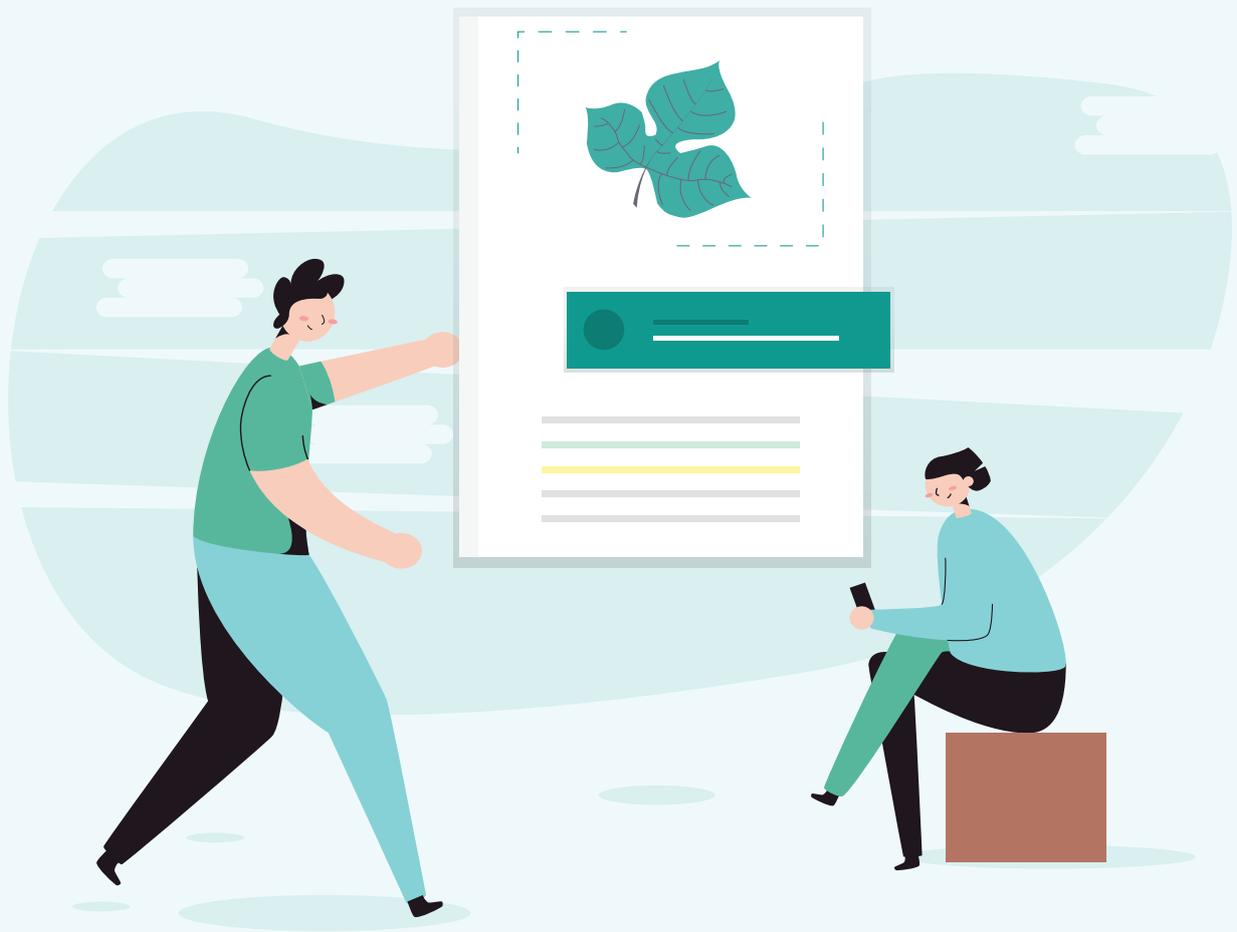


# 1:1s – Why and how often?



The manager's and team lead's  
manual for 1:1s

# Intro: The 101 of 1:1s



## The 3 most common reasons why employees quit

The employee resignation has been studied for a long time and these 3 most common reasons emerge year after year:

1. Work stress and lack of work-life balance(40%)
2. Salary (23%)
3. Relationship with supervisor (17%)

Although the supervisor relationship is only listed as the third, it is the most important. Supervisors can help identify and reduce work stress, ensure people are being paid fairly and each employee has a fulfilling and interesting career development.

**This e-book deals with the development of supervisor work and the introduction of coaching to build better 1: 1s.**

# The importance of the supervisor

## The relationship with the supervisor is negatively affected by 3 factors:

The employee resignation has been studied for a long time and these 3 most common reasons emerge year after year:

1. Good work is not recognized and rewarded.
2. Employees are not treated as people but as company assets.
3. Supervisors do not meet with their employees on a regular basis to discuss learning, development, and career advancement.



## The supervisor can affect turnover, motivation, and well-being at work

1. With regular and relevant meetings.
2. With employee-oriented and goal-oriented discussions.
3. By paying attention, recognition, and enabling development & career advancement.



# How to become a good supervisor?



## By developing skills & talent.

The pandemic radically challenged and reshaped the way working. The future of work, artificial intelligence, and machine learning are and will challenge work in general, as well as the work of supervisors.

In addition to that, there's a war for talent. Companies are fighting for scarce resources with competitors and experiencing a constant shortage of talents.

To stop losing and start winning, organizations need to change the work of supervisors and start identifying and developing needed skills in a more agile way.

Instead of giving commands and doing top-down management, employee-driven, more agile, and sustainable operating models and processes need to be built.

The changes challenge the work of supervisors and the skills of team leaders, but also the responsibilities and development of employees.

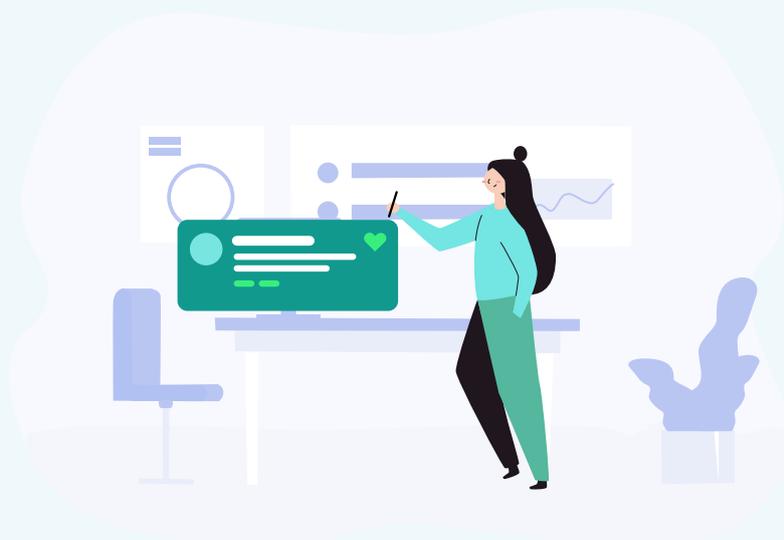
## **“In order to coach, you have to be a coach.”**

The change requires the development of the skills of supervisors and team leaders.

1. On coaching (once you're a coach, you're better off coaching as well).
2. Employee-oriented and goal-oriented development.
3. Giving and asking for feedback.
4. Recognition.

## **Creating a process that supports agile and individual development.**

1. Define employee-specific skills and competencies to be developed now and in the future.
2. Make strategic goals and objectives transparent.
3. Define the skills & competencies required to succeed in those goals and communicate transparently to the organization.
4. Build competencies through personal and agile growth plans.
5. Maintain focus through regular 1:1s, feedback, and recognition.
6. Provide tools to support the process.



# The cornerstones of good 1:1s



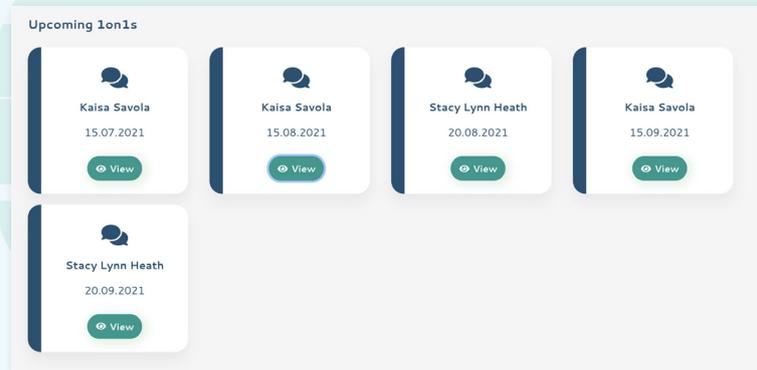
## It's the employee's meeting, not the supervisors

A good 1:1 reflects the employee's needs, desires, and rhythm. One needs 15min once a week, another 30min a couple of times a month, and a third once a quarter.

Andy Grove: "Every employee has different needs and levels of experience, and great leaders recognize that. The amount of information that your direct subordinates have about the tasks at hand determines the frequency of personal 1:1s."  
"

It's a free-form meeting for all your urgent questions, great ideas, sparring of your own development, and chronic frustrations. The employee creates the agenda and sends it to the coach/supervisor in advance.

# Regularity



## How often is good enough?

Enough. So often that:

1. The supervisor stays on the pulse of their team on well-being and work-life balance.
2. to ensure a fair wage.
3. to be able to provide support and development challenges in a timely manner.

“In order to build good relationships with your employees, foster a culture of continuous feedback, and ensure open communication between your team, you need to develop a way to meet your colleagues regularly.”

Employees, who meet regularly with their supervisor feel 3x more likely to be committed to their company and succeed in their work. Regularity is a matter between the supervisor and the employee, but in order to build a good process, start with 30min every week or every other week.

**Move on to a more employee-driven model, once that process works.**

# How to get started?

## Roles and Responsibilities



### Management

communicates the new way of running 1:1s and the coaching methods used in them.

### Team Lead/Supervisor

goes through the process with their own team and asks the team members to reserve the first 1:1. Team Leads learn to speak 10%, listen 90%, ask questions and provide possible support.

### HR

provides coaching for meaningful 1:1s and ensures that commonly agreed processes are followed and regular 1:1s are held. Takes action if agreed processes are not followed.

### Employee/Team Member

books the 1:1 with your supervisor, creates an agenda, and sends it to the supervisor prior to the 1:1.

# Talbit supporting meaningful 1:1s

**1: 1 is the most important encounter between an employee and a supervisor/coach.**

Regular 1:1s are an essential part of an employee's growth plan.

A short pulse survey on the employee's current situation and future aspirations is sent a week prior to the 1:1 and serves as an agenda for the meeting.

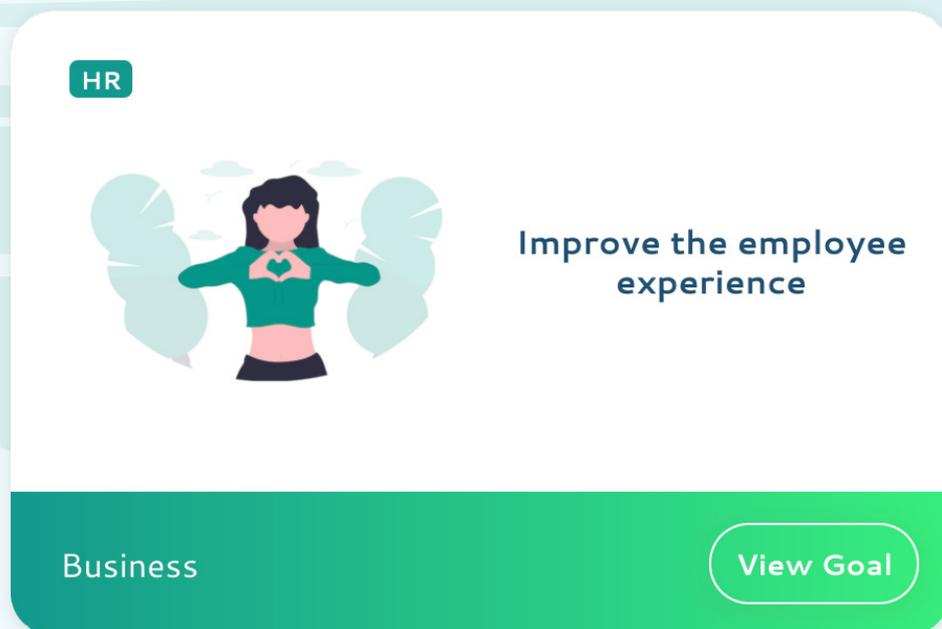
A memo is created per each 1:1 and updated to the employee's player card. The memo is visible to the employee, supervisor, and HR.

1:1s are marked with status held and the information is updated to the 1on1 view for HR to follow. The information helps HR address any grievances in a timely manner.

Learn more about Talbit from our [website](#).



# Build an efficient and purposeful 1:1 process with Talbit!



For more information, contact:  
[kaisa.savola@talbit.fi](mailto:kaisa.savola@talbit.fi)