



# CHANGE TOOLKIT

## Tool: Regular 1:1 Meetings

Used in:  
**IMPLEMENT**

**My Notes**

### What is it?

A 1:1 is an individual meeting between you and a member of staff that you manage. It is confidential, two-way and held away from the daily grind of work. 1:1 meetings (also known as catch-up or supervision meetings) are intended to be a quite informal opportunity for you to catch up with staff away from distractions. They should be both constructive and supportive.

1:1 meetings should be held frequently so that you can get regular updates on project progress, mentor your staff and even get some feedback about your own management work. They can be used to explore career development opportunities or identify openings for personal growth. They can also be used to plan work, set and reach goals, identify problems and solutions, and to recognise efforts and achievements.

### Why use it in a change process?

As a **Change Manager**, 1:1s can be used to help you understand what staff do and what is important to them. They are a chance for you to communicate with members of staff on an individual basis, away from the rest of the team.

The **Implement** stage of the change curve is about moving from planning to real action. This can be a difficult time for people where you will be needed to offer lots of support and encouragement. 1:1s are a key motivational tool to be used at this time and if conducted properly, and with regularity, should prove beneficial to both parties.

### What do I need to do?

When carrying out 1:1 meetings you need to consider the following things:

#### 1. Purpose

- 1:1 meetings should have a clear purpose. It is a good idea to follow an agenda so that the meeting can be structured so that nothing is missed. This may include:
  - Providing a regular opportunity for an individual to meet and share information on a private and confidential basis.
  - Discussing past, present and future activities including what is working well, where challenges exist and what solutions are available.
  - Agreeing a way forward.
  - Monitoring individual development objectives.

#### 2. Communication style

- To initiate a 1:1 ask an open question such as "How's it going?" and then wait for the answer. If you get a non-specific answer like "Fine.", then ask about each project the person is working on in order to draw out the specifics.
- You need to listen with full attention and encourage clear communication, seeking clarification when necessary.

- Be clear about what you can and can't do. Be supportive but do not take on responsibility that properly belongs to the member of staff.
- Avoid judgemental or critical comments – 1:1s are about discussing issues to solve problems, not about blaming staff.
- If you'd like to know whether or not you're doing a good management job, use the 1:1 to get feedback from your staff. You could ask them questions such as "How am I doing?" or "Did that meeting work for you?"

### **3. Frequency**

- The frequency of 1:1 meetings should be agreed on an individual basis, but should probably not take place less than once a month.
- More frequent meetings may be necessary depending upon experience (e.g. a new member of staff) or training needs (existing staff with new roles or responsibilities).
- Meetings should be scheduled in advance and given clear priority by both parties.

### **4. Keeping a record**

- Either or both parties may want to take notes during the meeting for their own future reference.
- Action points should be noted and agreed so that they can be followed up.

### **5. Ending the meeting**

- As the meeting draws to a close, check that everything has been covered.
- Summarise any decisions or agreements.
- Ensure you are both aware of the date and time for your next meeting.