YOUR GUIDE TO MORE PRODUCTIVE 1:1 MEETINGS

It's time to solve your meeting crisis.

LEADERS RISING NETWORK

WHEN WAS THE LAST PRODUCTIVE 1:1 MEETING YOU HAD?

For so many of us, the meetings that we have fill up our schedules.

They waste time.
They aren't productive.
And we aren't getting things accomplished for small businesses and small business owners.

Many of us aren't even having meetings with the leaders on our team, the leaders we need to develop, and the people closest to us.

The greatest challenge we have is how to maximize efficiency and productivity in a world that keeps moving faster, keeps expecting more from us.

We need to make sure that we are operating at peak efficiency, maximizing our team's performance. And it starts with the conversations we have with the team members closest to us.

That's what this guide is about. This guide is designed to give you the tools that you need to build and maintain productive meetings every week, every month for your team.

This model is proven, it's exceptional, and it's going to be a great model for you to use with your team.

"

Everyone says that meetings suck.

But in reality, the culture around [all] meetings sucks.

- Jason Feifer
Build for Tomorrow

LEADERS RISING
NETWORK

DEATH BY MEETING

There are multiple meetings we need to have in our organizations:

1. 1:1 meetings between supervisor and direct reports
2. Weekly team meetings
3. Monthly team meetings
4. Quarterly leadership meetings
5. Annual Meetings

Too often, we mix these up, skip meetings, and move accidentally through our schedules.

Good meetings are culture builders. **Bad** meetings are culture killers.

Don't let hope die in your organization based on having bad meetings.

That's why we're here.

BEFORE THE MEETING

The most crucial step is to prepare for the meeting.

We once had a client who had *fewer* 1:1 meetings because creating the agenda took so long.

Preparation isn't about the agenda, though.

Your preparation is about **mindset**. Consider these 3 questions before you walk into the meeting:

- What resources can I offer this employee?
- How can I help this team member raise the bar?

MEETING MODEL

PART 1

LOOK BACK

Start the meeting looking in the rearview mirror. After the first meeting, simply recap how things have gone since our last meeting.

PART 2

LOOK UP

"How are you? No, really, how are you?" Let your team member give you a peak inside the world. What's worth celebrating and what challenges are they facing, both inside of and outside of work.

PART 3

LOOK FORWARD

Set goals, offer resources, raise the bar. Based on what's coming next, help your team member increase the likelihood of success.

3-STEP MEETING MODEL

If you repeat this consistent rhythmic process, you will build a repeatable system that you can maintain. Any team member in your organization who leads people can follow this process.

It really does not require much time. It doesn't even require an hour.

It doesn't require much effort. You could even create a template for this, like the one we include at the end of this guide.

LEADER GUIDE

STEP 1: LOOK BACK

When you sit down with your team member, take a look back at the week and ask them a few simple questions.

  > What went well last week?
  > What didn't go well last week?
  > What are you celebrating from last week?
  > What was the most challenging situation you faced last week?

Get a sense of what they experienced. How did things go?

Looking back will be an important step for your next meeting, and we'll talk about that more in **Step 3**.

STEP 2: LOOK UP

This is a key pulse check on your team member. When you sit down, if you are in the south, you are probably going to ask your team member,

"how's it going?"

And you might get some variation of "fine," "good," or "it's okay."

They might be having a great week, but it's going to take you digging to get further and understand the "why" behind their answer.

Here's the key insight: your team member needs space to bring their personal lives outside of work.

In the last week alone, I have seen grieving team members, miscarriage, sharing their story of how leaders identified and created space.

We're going to give you three tools to make sure you get worthwhile, valuable data from the answer they give you:

**LEADERS RISING
NETWORK**

FINDING PEACE

The first tool is the Peace Index. The Peace Index examines these five key metrics of where we find personal peace.

In Hebrew, the word peace is translated **Shalom**.

Shalom is about the full and complete peace in anyone's essence, in their fullest sense of being. If you are at Shalom, everything in your life is in balance with each other.

The Peace Index takes a look at these five dynamics of life:
- people
- place
- purpose
- provision
- personal health

If you get a clear answer from your team member, you will get great insight and understanding of what's going on in their world, what they're up against, and what they're facing today.

If you can understand these insights that will help you know where's their head space at right now. Armed with this information, you can answer: "what do they need from me to be at their best this week?"

FINDING BALANCE

The second tool is the 70:30. This is more related to work itself.

How is their balance of where they are naturally gifted? What makes them come alive? What gives them energy versus the tasks that they are required to do, which are exhausting, time-consuming, and draining the life out of them?

The optimal balance here is 70:30, because we want to do enough things that challenge us and stretch us to make us grow so that we can then accomplish more based on our strengths.

The more we operate in our 70:30, the better able we are to grow to flourish and expand our capacity.

But if you are not at 70:30, and this number is out of balance, your team member will be drained, exhausted, tired, and not able to bring your best day in and day out. If this goes on too long, hope decreases.

LEADERS RISING
NETWORK
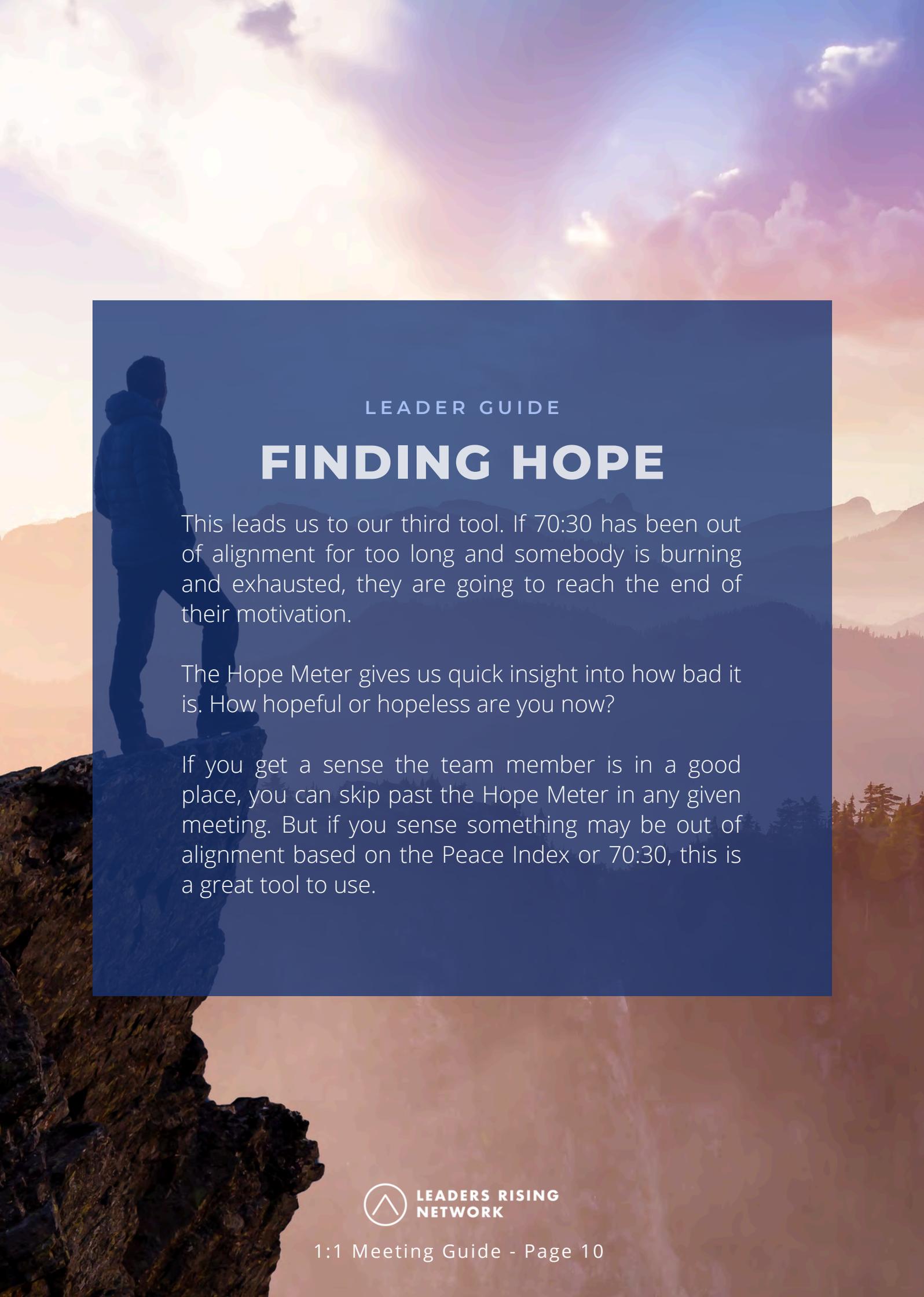
FINDING HOPE

This leads us to our third tool. If 70:30 has been out of alignment for too long and somebody is burning and exhausted, they are going to reach the end of their motivation.

The Hope Meter gives us quick insight into how bad it is. How hopeful or hopeless are you now?

If you get a sense the team member is in a good place, you can skip past the Hope Meter in any given meeting. But if you sense something may be out of alignment based on the Peace Index or 70:30, this is a great tool to use.

HOPE METER

STRUGGLING STUCK

BURNED-OUT 50 JUST OK
40 60

MISERABLE 30 70 OPTIMISTIC

20 80

DEFEATED EXCITED
10 How hopeful are you today
about your tomorrow? 90

HOPELESS 0 100 ECSTATIC

GiANT © Pub House

PEACE INDEX

PURPOSE
%

PEOPLE
%
PLACE
%

PEACE
%

PERSONAL
HEALTH
%
PROVISION
%

GiANT Source Credit: Frog On Ewing, Dr. Joe Hill © Pub House

70:30 PRINCIPLE

70% 30%

Natural Strengths Learned Behavior
Unconscious Competence Conscious Competence
Energizing Draining

GiANT Source Credit: Cockram's Law © Pub House

LEADERS RISING
NETWORK

1:1 Meeting Guide - Page 11
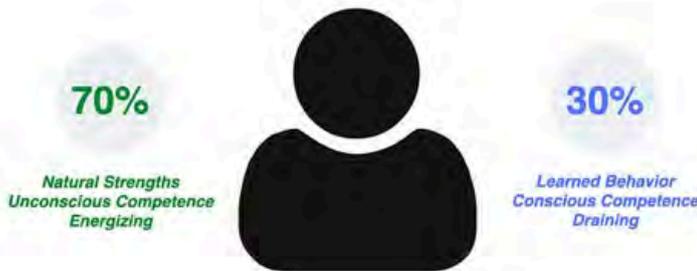
Many times, the weight we feel on our shoulders is unnamed.

We may know deep down something is off — even something significant like the loss of a family member, change in jobs, or a significant illness with a family member — but naming the challenge gives us clarity. And clarity gives us an opportunity for reflection.

Once you have taught these three tools, this becomes a very succinct part of your meeting and rhythm.

"Hey, how's your piece today?"
   "Pretty good, about 6 points better than last week."

"I have had a rough patch with my brother. We're not really getting along right now, but my personal health is great, workouts are happening every day, the place is great. Love where we are. And purpose - we're just killing it right now."

This dialogue gives you a quick synopsis of where somebody's head space is and how to talk to them, how to encourage them, how to equip them, and motivate them to get more done.

LEADER GUIDE

STEP 3: LOOK FORWARD

The last part is looking forward.

> What's coming up in this week ahead?
> What do you need from me to be successful?

> Do you need encouragement, motivation support?
> Do you need clarity, focus, challenge? Do you need me to help you push you to the next level?

Getting a sense of what your team member has ahead will enable you to coach them more effectively.

This is a great opportunity for you to cast vision, to help them to see a little bit further out and understand how their work fits into the greater whole.

You also have the opportunity to raise awareness of barriers, hurdles, and gaps coming their way.

> Are they looking at the right things?
> Focused on the right things?
> Paying attention to the right things?

LOOK FORWARD TO LOOK BACK

STEP 3 BECOMES YOUR NEXT STEP 1

When you schedule your next follow-up meeting, have a note of where your team member was going last time.

The next time you meet, you can check-in and you know exactly where to start.

"Hey, last time we talked about this, how'd it go?"
When you're doing this in a rhythmic way, you are firing on all cylinders.

You're circling back to the key important details that your team members are facing, and you are making sure they have exactly what they need.

Your meeting becomes incredibly efficient, too.

You're not micromanaging. You're not taking care of the day-to-day. Your team member is empowered to do the work.

LEADERS RISING NETWORK

They are empowered to make decisions, to move the ball down the field. What you are doing is coaching them.

Remember, this is a coach approach to meetings. If you are operating at as a coach, you're gonna be able to get to peak efficiency with your meetings.

What do they need?

As a coach, you can't be in the game. And you shouldn't be in the game. You are here to make sure your team has what they need to be successful in their work and to push and pull them forward.

You need to pave the path forward, set the direction, and then motivate and encourage and equip along the way.

1:1 MEETING WORKSHEET

LEADERS RISING NETWORK

Step 1: Look Back   1

Successes and growth opportunities from last week

Step 2: Look Up   2

Self-assessment on 70:30, Peace Index + Hope Meter

Step 3: Look Forward   3

What support/challenge do you need? What's coming ahead?

Next Meeting?

When is our next meeting? Follow up on Step 3: Look Back

MY ASSESSMENT

		YES	NO
1	I have regular, succinct meetings with each of my direct reports (either weekly or bi-weekly).	☐	☐
2	I know what each of my direct reports is doing on a weekly basis.	☐	☐
3	I have faith in my team to accomplish their goals every week.	☐	☐
4	My meetings with my direct reports are efficient - we never take too much time.	☐	☐
5	I am able to resource my team member to succeed in their goals rather than focusing on metrics of past accomplishments.	☐	☐
6	I see the potential of each of my team members and I envision what they can accomplish.	☐	☐

LEADERS RISING NETWORK
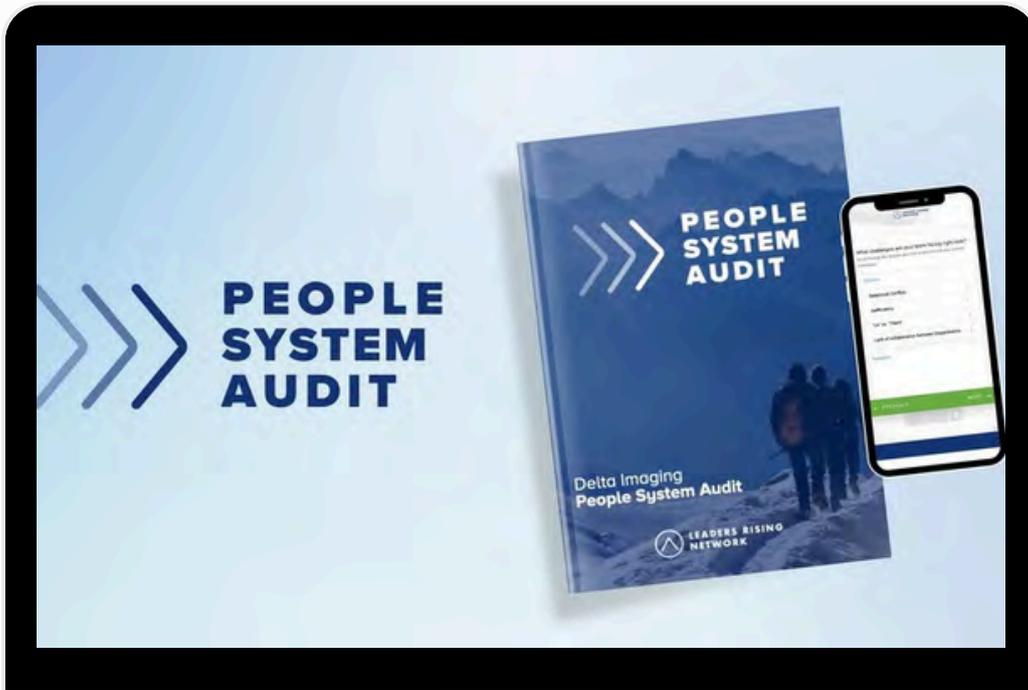
CREATE BIGGER FUTURES. BUILD THRIVING CULTURES.

PEOPLE SYSTEM AUDIT

Our People System Audit is your next step to creating a bigger future and building a thriving culture. Take 10 minutes and see what your future could hold.

START HERE

WEEKLY TIMELINE

Constructive meetings will change your business and change your team. Keep this visual handy to walk through each week.

01

STEP 1: LOOK BACK
Take a look back at what happened last week. What are the wins? What are the growth opportunities? What did we miss?

02

STEP 2: LOOK UP
How are you today, really? Use the Peace Index, 70:30, and Hope Meter to gain a true understanding of how your team member is doing right now.

03

STEP 3: LOOK FORWARD
What is coming ahead this week? Where can I coach you with clarity or encouragement to reach your goals?

04

NEXT STEP: MEETING AGAIN
When you schedule your next meeting, make a note of **Step 3**. This is where you will kick off in **Step 1** next time!

LEADERS RISING
NETWORK

LEADERS RISING NETWORK

LEADERSRISINGNETWORK.COM