

# How Effective 1-on-1 Meetings Empower Leadership Transformation



SupportingLines™

The logo features the text 'SupportingLines™' in a green, sans-serif font. Two curved arrows, one above and one below the text, form a circle around it, pointing in opposite directions to suggest a continuous cycle or relationship.

*“Great leaders see supporting lines,  
not reporting lines”*



## JEFF SMITH

Jeff Smith is an executive coach and seasoned C-suite business leader. His personal mission is to inspire leaders and help teams perform so that millions of people become engaged in their work.

He has more than 20 years of experience in sales, finance, people and culture, and operations across multiple industries. Most recently he served as COO for Mobify, a digital experience platform purchased by Salesforce.com. Prior to that he led sales for CHC, a global helicopter services company that doubled revenue from \$800 million to \$1.6 billion during his tenure. He also has deep nonprofit experience as a director for multiple organizations.



*“Great leaders see supporting lines,  
not reporting lines”*

# Agenda for Today

- How would you rate your 1-on-1s?
- Five simple ways to improve your 1-on1s
- The power of effective 1-on-1s
- How can you put this into practice?
- Q&A

## Poll 1: Frequency

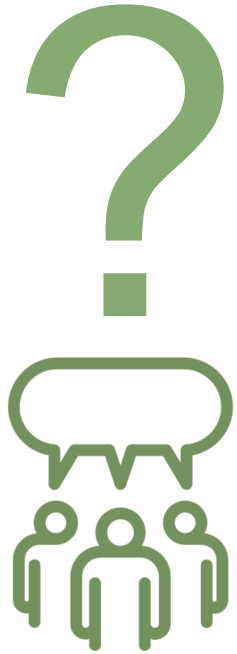
**How frequently do you have 1-on-1 meetings with your manager?**

## Poll 2: Quality

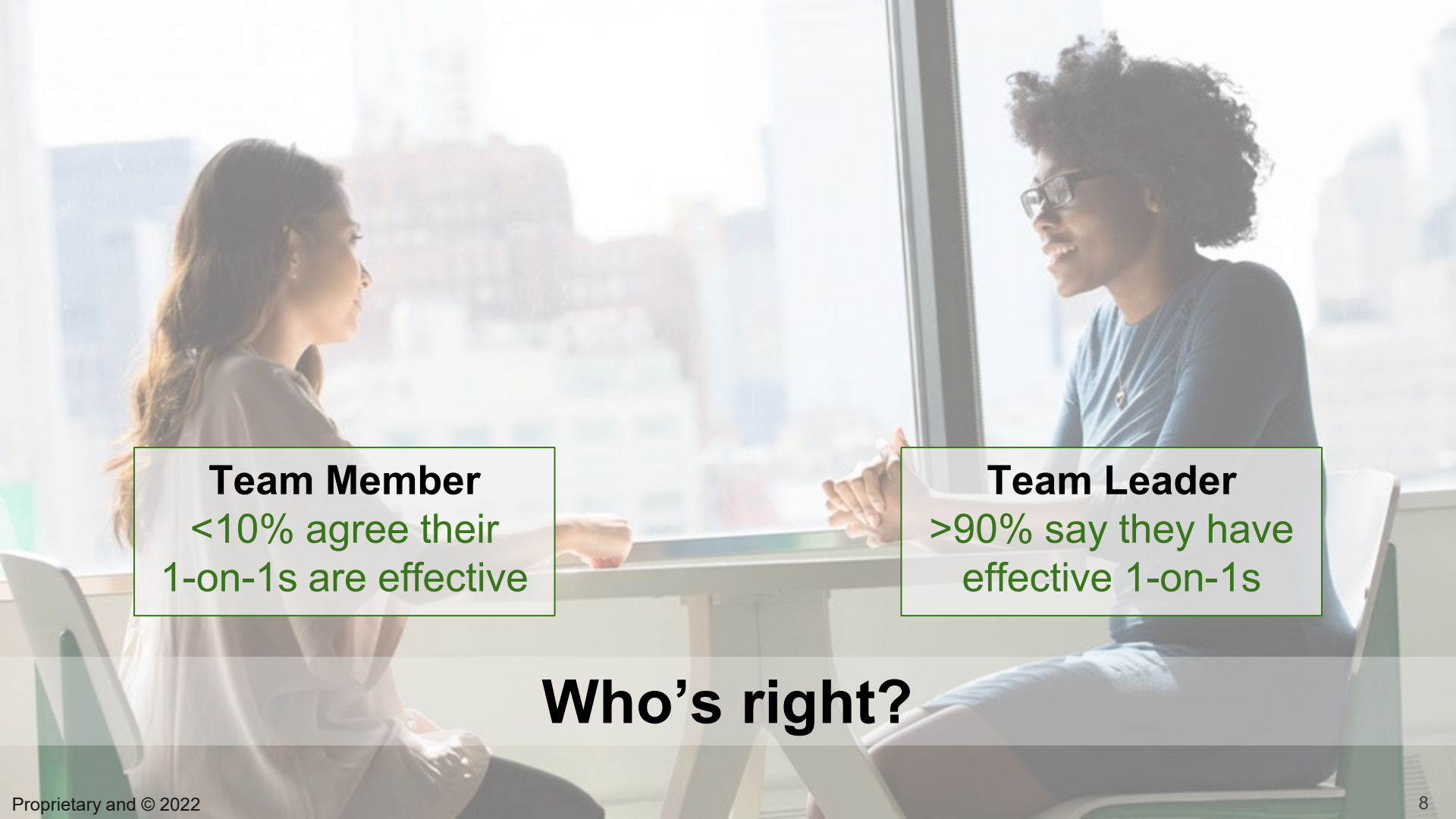
**How would you rate the quality of your 1-on-1 meetings?**

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**What makes a  
1-on-1 meeting  
great?**



**Team Member**  
<10% agree their  
1-on-1s are effective

**Team Leader**  
>90% say they have  
effective 1-on-1s

**Who's right?**



# The top 5 ways to make a 1-on-1 **ineffective**

**Show up late**

**Mix tactics and development**

**Cancel the 1-on-1** *(bonus points for last minute!)*

**Don't follow an agenda**

**Be distracted**



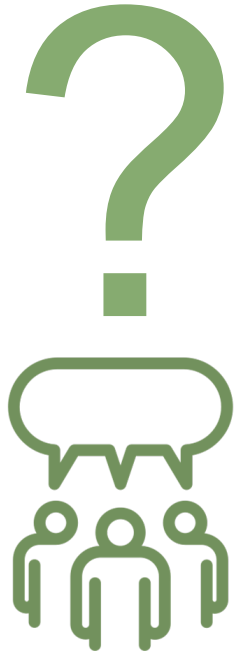
**Team Member**  
Development 1-on-1

**Team Leader**  
Tactical 1-on-1

**There are two types of 1-on-1s**  
(Both people are 'right')

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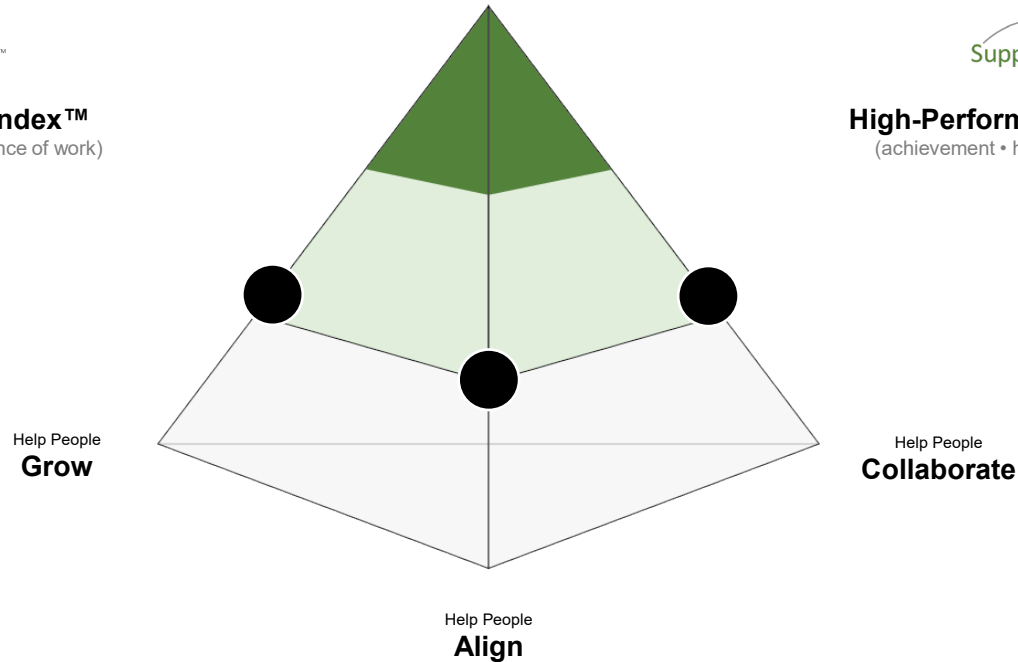


**Why are  
1-on-1 meetings  
so important?**

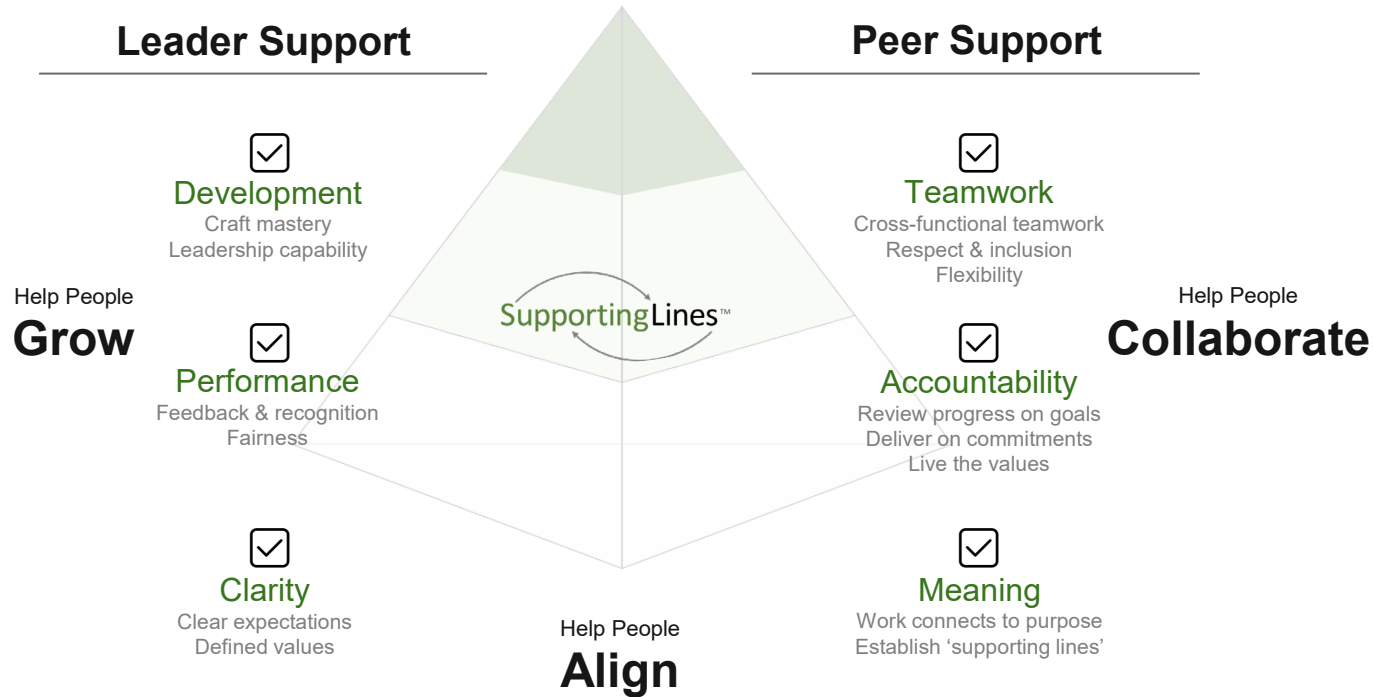
# High-Performance Index™ helps you assess: Achievement. Human experience of work.

SupportingLines™  
**High-Performance Index™**  
(achievement • human experience of work)

SupportingLines™  
**High-Performance Framework™**  
(achievement • human experience of work)



# What are the elements of High-Performance?



Which elements are impacted by effective 1-on-1 meetings?

High-Performance Culture Map™ - Your Team		Month 1	Month 6	Month 9
Performance	I regularly receive performance feedback from my team leader and/or colleagues. ●	Red	Red	Light Pink
	I receive frequent recognition from my team leader and/or colleagues. ●	Red	Red	Light Pink
	I have regular, ongoing performance conversations with my leader. ●	Red	Red	Light Pink
	I feel that my job performance is assessed fairly.	Red	Light Pink	Light Pink
	I feel confident in my ability to deliver on expectations.	White	Light Green	Light Green
	I have regular conversations with my leader about progress on my personal development goals. ●●	Red	Red	Light Pink
Performance - Average		Red	Light Pink	White

These culture elements relate to effective 1-on-1s.



Something incredible happened when we helped this company improve the effectiveness of 1-on-1s

High-Performance Culture Map™ - Your Team		Month 1	Month 6	Month 9
Accountability	Our team is able to ask for and receive assistance from other teams in our organization. ●			
	People are held accountable for commitments and targets in our organization. ●●			
	Our team regularly reviews progress on our goals in team meetings.			
	Our organization regularly communicates progress on overall goals. ●●			
	Other teams follow through on their commitments to support our team. ●●			
	My team is adequately resourced to deliver upon commitments to other teams.			
Accountability - Average				
Development	Leaders at this organization have shown a genuine interest in my personal development. ●●			
	I am given opportunities to develop skills relevant to my interests. ●			
	I have opportunities for personal development in my role. ●●			
	My current role helps me develop toward my long-term career goals.			
	I have access to the learning and development I need to perform well.			
	I am able to have candid conversations about my personal and career goals with my team leader ●			
Development - Average				
Performance	I regularly receive performance feedback from my team leader and/or colleagues. ●			
	I receive frequent recognition from my team leader and/or colleagues. ●			
	I have regular, ongoing performance conversations with my leader. ●			
	I feel that my job performance is assessed fairly.			
	I feel confident in my ability to deliver on expectations.			
	I have regular conversations with my leader about progress on my personal development goals. ●●			
Performance - Average				
Clarity	I have the support I need from my team leader to do what is expected of me. ●			
	I receive the communication I need to perform in my role. ●			
	My team leader truly lives the organization's values and principles. ●●			
	I am clear on what leadership behaviours are acceptable in our organization. ●●			
	I feel that my team leader respects me. ●			
	I am clear on what is expected of me in my current role.			
Clarity - Average				
Meaning	Our organization's goals are aligned with its overall mission and vision. ●●			
	My team is clear on how our work aligns with organizational goals and objectives. ●●			
	The organization's leaders have communicated a vision that inspires me.			
	I am satisfied with my level of involvement in the company's goal-setting process. ●			
	I am clear on how my role aligns with organizational goals and objectives.			
	I am able to create or co-create my individual performance goals. ●			
Meaning - Average				
Teamwork	Other teams respect our opinion and listen to what we have to say.			
	People in our company collaborate well with each other. ●●			
	I have positive workplace relationships. ●			
	Nobody in our organization would deliberately act in a way that undermines my team's efforts. ●			
	Our organization respects and includes people from different backgrounds. ●			
	Our team has flexibility and freedom to determine how we achieve our objectives.			
Teamwork - Average				

Their entire culture transformed!

These culture elements relate to effective 1-on-1s.



● shows significant variation, ●● shows extreme variation.



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## Poll 3: Ownership

**Who 'owns' the 1-on-1 meeting?**

Think of a time ...

**Team Member**  
Development 1-on-1

**Team Leader**  
Tactical 1-on-1

**There are two types of 1-on-1s**  
(They do not mix well!)

# Development 1:1s Agenda

- Wins
- Development
- Challenges
- Engagement
- Feedback



Download our free  
**Development 1-on-1**  
template from our  
**Leader Toolkit**

[cloud.supportinglines.com](https://cloud.supportinglines.com)






# ADLER UNIVERSITY

## How to improve Development 1-on-1 effectiveness

1. The manager and team member **co-create the schedule**
2. The manager is **receptive to feedback** from team members
3. The manager uses a **coach approach**, largely avoiding tactics **\***
4. The 1-on-1 **follows all 5 elements** ... in order



A close-up photograph of a person's hands typing on a silver laptop keyboard. The laptop is on a wooden table. In the foreground, a white smartphone lies flat on the table with the text "... a 5th thing" overlaid on its screen. To the right of the phone is a white ceramic mug filled with a light-colored beverage. In the background, another person's hands are visible typing on a second laptop. A white cup and some papers are also visible on the table.

... a 5<sup>th</sup> thing

# Development 1-on-1s are a gamechanger

My win is that I had my first 1:1 with a team member that I previously had minimal interaction. Big win in this situation ...

When I asked about their level of engagement they let me know that this was the **best meeting they have ever had at our company.**

He specifically said that he **felt like someone actually cared and that's all he wants.**

## Interactive discussion:

What do you have now that you didn't have before?





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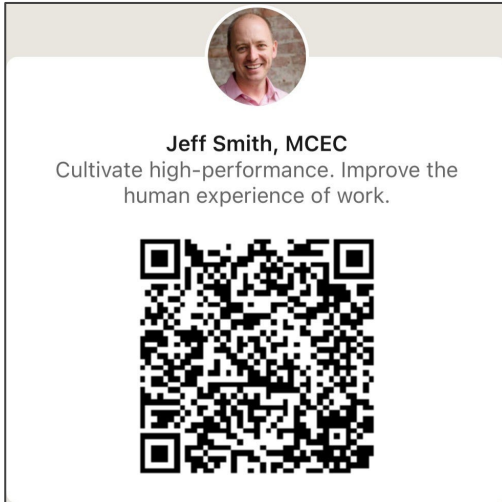
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# Any questions?

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[jeff@supportinglines.com](mailto:jeff@supportinglines.com)

Let's connect on LinkedIn!



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