



# HR Guide to Designing a 1:1s Program

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# Introduction

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In the modern workplace employees are a company's most valuable asset – and biggest expense.

Finding ways to optimize their performance should be considered worth the investment. However, employee performance is largely dependent on effective management.

Once employees are onboarded it is up to their manager to coach that employee to their fullest potential. The relationship between the two is so fundamental to good business today it's hard to recall a time when it wasn't so. Productive and meaningful employee-manager conversations (often called 1:1s) help set clear expectations, communicate where one's work fits in the big picture, provide and welcome feedback, and help people grow in their career.





The most common myths inherited from traditional performance management is that 1:1s are unproductive, hard to scale, too informal, and that focus should be on quantitative forms of performance management such as performance reviews. Often, ineffective 1:1s are a result of managers not knowing what their direct reports are working on and that focus should be on quantitative forms of performance management such as performance reviews. Common mistakes include treating the meeting as a status update – something better accomplished via email – or managers using the meeting to speak rather than listening to questions and comments from the direct report.

However, while 1:1s can add great value to your organization, there is little documentation for HR professionals to learn how to design, launch, and measure a successful 1:1 program based on their organization's unique needs.

This guide explores the crucial components of an effective 1:1 meeting, and how this simple – yet powerful – management process can help drive motivation, productivity, and alignment throughout an organization. Furthermore, this guide will provide a blueprint for HR Professionals to design and launch an effective 1:1s program.



# The Value of 1:1s

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A 1:1 is defined as a meeting between a manager and his or her direct report, typically ranging from once per week to once per month, and with a duration of 30 to 60 minutes.

The meeting is held in private, and although structure varies greatly depending on individual needs, this is seen as a safe place for the employee to ask questions, discuss relationships with co-workers and express concerns. For those in the C-suite, it's important that these meetings take place consistently across the organization, so concerns about the company's direction can bubble up to where it can be addressed by leaders.

Effective 1:1s provide a great deal of value to employees, managers, and your company. Each person in your organization relies on feedback in order to improve. Annual reviews often fail to provide the feedback needed to enhance performance, and have been proven largely ineffective, with many large organizations eliminating them entirely.

With the annual review's popularity in decline, the weekly or frequent 1:1 has become more important than ever. Every member of the organization experiences value over time from the regular 1:1. Even workers who enjoy lots of autonomy still need feedback. Sure, they rely on their own creativity for problem-solving, but the barriers they face will come from inside the organization in the form of red tape or access to another team needed for collaboration.



## For Employees

The structure of 1:1s allows employees to get a closer look at the challenges they are facing. Instead of correcting employee's course of action, managers should come in as a partner and a coach helping to pave the way to success.

A weekly 1:1 is also one of the few avenues where employees can feel safe discussing career development with their manager. If the employee hopes to receive a promotion, it is helpful to break out the skills needed to move to the next level, and invest time in the weekly 1:1 into developing those skills and identifying relevant opportunities for growth.

Employees should have the opportunity to discuss their personal objectives and see where those intersect with those of the company. A key component to motivating and engaging employees is connecting their contributions to the company's success.



## For Managers

A manager is only as successful as his or her team. It is up to the manager to be a coach and help encourage the team to reach their full potential. Often managers are busy working on their own deliverables and their day-to-day management responsibilities slip. By structuring a weekly 1:1, managers can make sure they are taking the time to help nurture their team.

1:1s also give managers an opportunity to coach employees and develop an authentic and meaningful connection. Alternatively, in group settings, team members have to compete for airtime. The 1:1 meeting enables each team member to be heard and have their concerns and needs addressed.



**Employees who have productive 1:1s with their managers are over 6X more likely to feel like their voice is valued than those who don't.\***

\*based on Reflektive survey of 1,000+ U.S. workers

Gallup research shows that managers are responsible for at least 70% of the variance in employee engagement scores. Perhaps it's no surprise then that half of employees have left a job just to get away from their manager.

When managers hold regular meetings with employees, their team members are 3X as likely to be engaged as those employees who don't have regular check-in meetings.



**READ MORE**

**Six Facts About Employee-Manager Relationships**

**Reflektive 1:1s Checklist**



## For Teams

One of the most pervasive obstacles for successful teamwork is communication. 1:1s between team members can help dramatically improve communication. Structured and regular discussions can lead to more productive team dynamics, and help catch and resolve business issues quicker.

However, having the right conversations might not be enough if those are not happening consistently. By encouraging team members to have recurrent 1:1s conversations you'll be making sure critical topics are addressed in a timely manner.

### 1:1s in Real Life

**Project-based teams:** Team leads often act as informal managers. As they do so, they also face the challenge of helping their teams reach their full potential. 1:1s are then equally critical to team leads in making sure they are taking the time to nurture their team.

**Cross-functional partners:** For employees in highly cross-functional roles, 1:1s can be useful in working through certain workplace dynamics. Some examples are exchanging thoughts and opinions on shared projects, work through project challenges, peer mentorship, and more!

**Departmental peers:** Departmental peers: There is always something we can learn from coworkers. 1:1s can be leveraged to establish a culture of peer mentorship, and to give coworkers the opportunity to learn from each other on a more level playing field. 1:1s also provide an excellent opportunity to ensure cross-departmental collaboration continues in greater depth outside of staff meetings.





## For the Company

No other line item costs a company as much as its employees' salaries. Replacing, rather than retaining these employees, costs even more. Not having a clear understanding of the company's vision, a lack of transparency, and employees being unsure of whether their work is making a difference, are common drivers of employee attrition. These are all basic factors that leaders assume are being communicated company-wide, but so often teams or entire departments feel left in the dark, and thus become unmotivated.

1:1s are an effective way to ensure that information and knowledge are trickling down throughout the organization. On the flipside, leaders should also be aware of the information bubbling up. Sometimes, gossip or rumors in the lower ranks can inform the company on new opportunities, areas of improvement, and unforeseen threats.

Our research shows that regular, productive 1:1 meetings between employees and managers is paramount to the company's success in retaining and growing top performers.



**Employees that have productive 1:1s with their managers are 2X more engaged than those who don't, and 3X more likely to stay at their company over the next 2 years.\***

(\*based on Reflektive survey of 1,000+ U.S. workers)

# How 1:1s Fit Into Performance Management

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Manager-driven performance management is being embraced by forward-thinking organizations across multiple industries.

1:1s are a key driver of quality employee-manager interactions, and fit into a larger scale of innovative performance management, including annual or bi-annual performance appraisals, ongoing employee-manager 1:1s, employee-driven feedback cycles, periodic check-ins and reviews, and goal management. Keep reading to explore the different ways to leverage 1:1s to optimize your Performance Management Program.

## Performance Evaluations

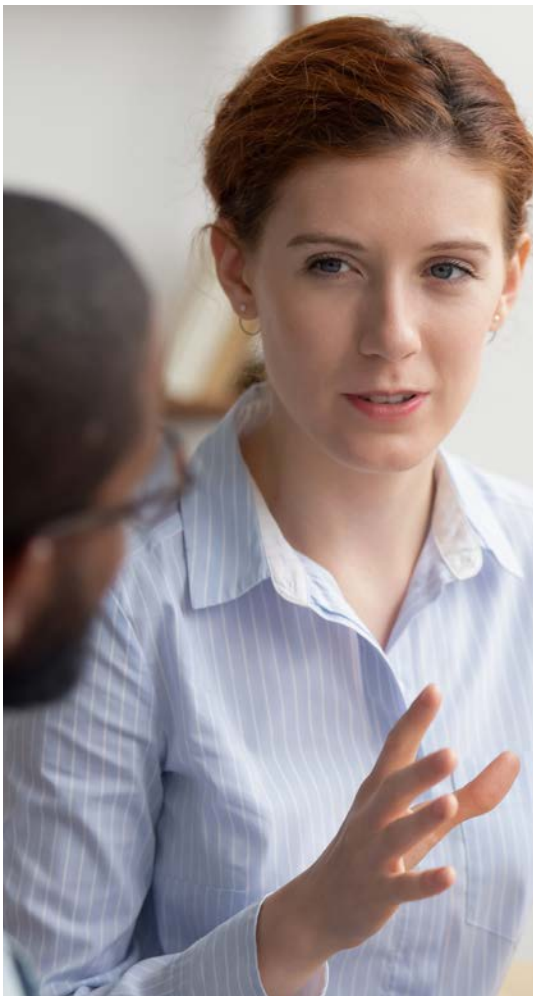
Traditional performance reviews are stressful for managers because of both the time they consume and the need to initiate difficult conversations with employees. There is a lot of research that has proven these annual reviews are not effective in optimizing employee performance.

For employees, there is the element of surprise, “If I was not meeting expectations for the past six months, why are you only telling me now?” If 1:1s are a habit, even if you choose to continue running performance reviews or a regular structured check-in concurrently, these conversations or insights will not come as a surprise or be as stressful.





Managers will have set expectations for how difficult topics are approached, and can lean on their strong relationship with employees to share results of their evaluation. By using a feedback and review tool, information gleaned from 1:1s can be captured and stored for the review. In the case a company runs quarterly check-ins instead of performance reviews, the same theme applies – 1:1s make these performance evaluations easier.



The **Growth Divide** survey found that:

**46%**

(nearly half) of companies still conduct **annual reviews**

**81%**

of employees said they would prefer at least **quarterly reviews**

**51%**

said they would like to have performance check-ins at least **once per month.**

So, if your company switched to monthly or quarterly reviews or check-ins, data shows that the majority of employees would welcome the change.



## **Important: 1:1s should not be confused with check-ins.**

### **Check-Ins**

A check-in is a 30-60 minute monthly or quarterly conversation with a manager and employee about progress over the review period, and objectives for the next review period. This approach enables a meeting focused on relevant and specific progress on objectives. The forward-facing focus makes the check-in a natural setting for creating, editing, and updating goals based on the company's goals.

### **1:1s**

As mentioned earlier in this guide, a 1:1 is defined as a meeting between a manager and his or her direct report, typically ranging from once per week to once per month, and with a duration of 30 to 60 minutes. The variation in frequency and time are dictated by the number of direct reports each manager has. For example, the fewer direct reports, the more frequent and lengthier the interactions can be.

The forward-facing focus makes the check-in a natural setting for creating, editing, and updating employee, team, and company goals.

**Where regular 1:1 meetings can be seen as gauging temperature on employee happiness, growth, and overall satisfaction, a check-in is a yardstick on planned progress.**



## Key differences between 1:1s and check-ins:

	1:1S	CHECK-INS
PURPOSE	For employees and managers to have structured, productive career and developmental conversations	Track and document progress against goals
FORMAT	Meeting	Ligh-weight review followed by conversation
FREQUENCY	Weekly, bi-weekly, monthly	Multiple check-in points through your review cycle. Monthly or quarterly
COMMON TOPICS	Career conversations Coaching conversations Employee's concerns, ideas, and opinions Management feedback	Goal creation Goal/objective progress Planning
KEY CHARACTERISTICS	Employee-driven Focused on relationship and trust building Safe place to discuss private and sensitive information A pulse check on team happiness Discussion around ideas and opinions about company vision and future	Manager and HR-driven Performance Planning Documented

While managers could use 1:1s to coach employees on their goal progress, the point of that conversation would be to guide the employee on how to implement improvements or overcome roadblocks ahead of their next check-in or performance review.



## Goal Management

If goal management is a focus of your performance management, whether with S.M.A.R.T. goals, OKRs, or other goal methodologies, 1:1s serve as a natural springboard for goal-focused conversations around specific areas which are hindering your employees achieving their objectives. But, do not make the mistake of using 1:1s for status update conversations. Your goal management software should track and visualize employee progress on goals. In the 1:1, managers should discuss any discrepancies in progress – does the employee need a bigger challenge, or are they struggling? How can the manager reinforce the lessons the employee is learning through experience?



## Feedback

Ongoing and constructive feedback is a powerful tool, especially for employee development and organizational alignment. However, feedback is no good if shared and forgotten. The key is to analyze received feedback, identify areas of improvement, and develop an action plan to address it. 1:1 conversations provide an excellent forum for managers and employees to make this possible.



## Engagement Surveys

Engagement surveys take time and effort to manage. They also include detailed insights on how each team, office, and department feel about leadership and other important domains. However, you don't run surveys just to sit on the learnings; Acting on them is the most important thing you can do to show employees their voice matters.

After each engagement survey, evaluate engagement measures, drivers, factors, and comments, and identify 1-2 areas of opportunity that you want to target for immediate action. The next steps is to align with managers on these key priorities and discuss an action plan that will likely include 1:1 conversations with their teams to share engagement learnings, receive additional feedback, and work with their teams to address problem areas.



# How to Make Sure Employees Get the Most Out of 1:1s



## Encourage Employees to lead the conversations

It is up to managers to initiate and follow through on scheduling 1:1s. However, the employee should lead the meeting. This way, the employee can bring up pressing issues and frustrations that do not make sense to send as a formal email or fit into other types of communications.

However, even though most employees want more feedback and career conversations with their manager, most don't necessarily know how or where to start. One way you can solve this is with the use of **Reflektive's 1:1 solution**, which guides managers and employees to have better conversations with the use of structured Conversation Starters and the ability to prepare for and track discussions.



### **For Teamwork-driven Organizations:**

1:1s are a great forum for teammates to have meaningful conversations, engage in peer mentorship, and more. In this case, both can share the responsibility of leading the conversation by splitting the length of the meeting into two blocks assigned to each member.





## Preparation is key

It is important for employees to air their concerns and ask questions during the meeting. Understandably, what's on the agenda can be hard for managers to predict and prepare for, unless there is some structure. The most productive 1:1s are intentional and thoughtfully planned conversations. Otherwise, employees and managers might run into an awkward situation where nobody has anything to say and important issues stay unresolved. While managers should be ready for a free-form meeting, it's important to provide some sense of structure, thoughtful preparation, as well as a few questions to keep the conversation going should you not have enough to talk about.

## Collaborate

Off-the-wall ideas may be shared too. For managers thinking ahead on how to develop leadership skills in their reports, they should collaborate with the employee to set an agenda in advance. This way the employee can strengthen his or her skills running a meeting, and the manager can prepare to address any difficult or challenging topics.



### PRO TIP

#### Empower managers to have a plan B

Do you have an employee who doesn't share? As managers build trust with their employees, they should have a backup plan for how to use the 1:1 time effectively. Consider a "fire drill" you are currently facing. Invite the employee to think through possible courses of action. This allows the employee to get an understanding of the issues on the manager's level, and leaders also get some out-of-the-box ideas on how to address this challenge.



READ MORE

[6 Tips for Holding a Great Career Conversation](#)

### **Career Conversations Should Happen Throughout the Year**

Employees who assume their annual performance review is the only time to raise career development questions could be missing important opportunities to do just that. A yearly discussion is far less likely to advance their career as much as a series of short 1:1 meetings held at weekly or monthly intervals with their manager.

Ideally, managers should initiate career development discussions, but if not, it's up to the individual employee to arrange such meetings. Asking for career-focused meetings can be intimidating, but most managers are more than willing to coach employees. After all, the greater the employee's skill set, the more use they'll be to their department and the larger organization.

Career conversations can be centered around many topics, some of which are:

- An assessment of the employee's current skills
- Advice on how to develop their skill set
- Feedback on the employee's current performance
- A review of their career goals
- A better understanding of career opportunities within the organization

# How Frequently to Hold 1:1s

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As we discussed earlier, there is a correlation between how frequently employees need feedback and the number of direct reports.

So, if a manager has just one direct report, she and her direct reports might be talking through issues frequently. Alternatively, a manager with ten or more direct reports needs to talk to each of them individually, but perhaps on a monthly basis. The most popular format for 1:1s is weekly, for 30 minutes, but we've also seen managers do 60-minute 1:1s (especially when it's between a department head and mid-level managers).

It's important to pick a frequency and length that works for you and your teams' schedules. Sticking to this schedule is essential to seeing benefits from 1:1, or often they will be devalued and preparation diminishes.

**39% of employees who have productive 1:1's meet with their managers on a weekly basis.\***

(\*based on Reflektive survey of 1,000+ U.S. workers)





At matrix organizations, depending on how big they are, it might be hard for managers to have weekly meetings with their direct reports. However, project leaders can help increase the frequency of these conversations too, so employees are heard by both formal and informal leaders. Examples and templates to help managers **find the right frequency** for their team, can be found in Reflektive's 1:1s Implementation Guide for Managers.

**The most popular format for 1:1s is weekly 30-minute syncs, or 60 minutes between a department head and mid-level manager.**

# How to Launch a 1:1 Program

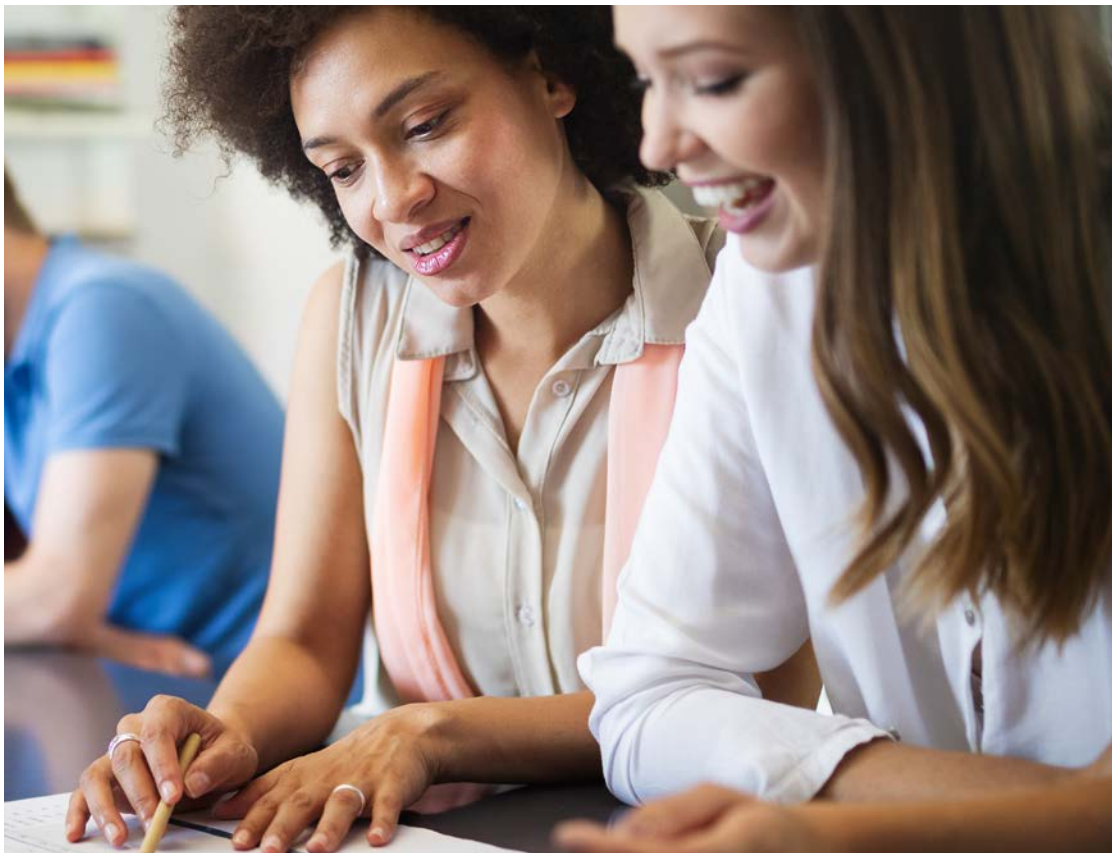
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## Reflektive's Key Principles To a Successful 1:1 launch

Selecting technology that is accessible to managers enables them to keep the feedback to reports flowing. Equally important is selecting technology that meets employees where they work, and can be easily integrated into their existing workflow.

While Reflektive's web application offers the most robust performance management experience, we also offer a variety of integrations with other solutions that your employees might already be leveraging in their day to day work. Consider learning more about our integrations with Gmail and Outlook, in addition to Slack and Microsoft Teams.





In many cases, employee-manager 1:1s are already taking place across your company. However, employees might not be taking full advantage:

- Without any guidance, managers and employees often confuse 1:1s with status reports.
- Without visibility into frequency and adoption of 1:1s across your organization, teams are unlikely to see the correlation between 1:1s and employee engagement.
- With new managers and leadership rising through the ranks, coaching tools that can be implemented at scale become increasingly relevant.

Insights and reporting on how often these conversations are taking place, what are the common topics around career or coaching conversations, and other insights can be key to your employee performance and engagement program. To help you navigate the crowded field of HR vendors, here's a vendor evaluation checklist you can use to pick the right 1:1 tool for your organization.



## 1:1 Tool Evaluation Checklist

FEATURES	REFLEKTIVE	VENDOR #1	VENDOR #3	VENDOR #4
<b>Collaborative agenda</b> While employees should lead the meeting, both should collaborate on setting and agenda so they can better prepare for a productive session	✓			
<b>Tasks or action items management</b> Ability to create items or tasks during conversations to increase accountability and focus on what needs to get done	✓			
<b>Conversation starters</b> Help new managers connect with employees in meaningful ways	✓			
<b>Meet employees where they work</b> Advanced Integrations to bring 1:1s into the flow of work	✓			
<b>Email integration</b>	✓			
<b>Work messaging app integration</b>	✓			
<b>Calendar integration</b>	✓			
<b>Prompts and reminders for participants</b> Email reminders with open conversation topics, open action items, etc. to help participants have more productive meetings	✓			
<b>Advanced reporting for HR Teams</b> Frequency of 1:1s, % of managers having 1:1s with direct reports, and more	✓			
<b>Integration with other performance management tools</b> Well-connected, holistic performance management solution, where 1:1s can be tied to goals, feedback, and reviews	✓			



## Understand your True North

There's not a one-size-fits-all approach to designing and launching an effective 1:1s program. Your company is unique, and your 1:1s program should be too. Later on in this guide we'll share some suggestions on the steps you can take to tackle this project, and we'll give some examples that will help you pick from a variety of models based on your organization's needs.

There are some questions you can ask yourself to help give shape to your program and set the goals you want to achieve. For example, one goal can be to improve the quality of employee-manager conversations that are already taking place. If these conversations are not already happening naturally across your organization, the program's goal could be to empower managers and employees to have frequent, structured, and productive career and development conversations.

## Consistency is the key

When employees benefit from 1:1s, the company benefits. To effectively launch 1:1s, identify how consistent 1:1s fit into the mission and objectives of the company. If the company is hiring rapidly and needs to maintain culture as it grows, discuss how 1:1s help achieve that goal. If the industry is thinning and the company needs to double down on innovation, 1:1s will support the spread of ideas.

**Your company's objective should be clearly communicated when you roll out 1:1s.**

## Communicate the value

Secondly, communicate the value to the individual. 1:1s are not just an extra task to complete. They serve to help employees take more control of their career development. They give employees the feedback and coaching they need to succeed.





## Build a process around it

Lastly, ensure employees know that the process is for them. Managers and employees should collaborate to set the schedule and frequency, and employees have a right to speak up if their needs regarding the schedule or agenda of the 1:1 conversation are not being met. Be clear that taking the lead is an option and continuous feedback is a priority for the organization.

Similarly, managers need to know the value of 1:1s and how they fit into the overall objectives of the company. Engagement and employee motivation drive retention, and consequently productivity and profitability.

Depending on the experience and skill set of your managers, provide a structure for 1:1s. This might be a recommended set of tools for scheduling, preparing for, and tracking these meetings. You can supply a template with conversation topics if managers are leading 1:1s for the first time. If some managers have more experience, pair them with less-experienced managers so they can act as mentors.

## Executive Sponsorship

Like most company initiatives, change should start at the top in order for its impact to trickle down. Set up a promotional period led by your leadership team to increase awareness and to bring it up in their respective meetings.

## Leading by Example

Set goals for department heads and managers that will set an example for the rest of the company. Encourage all the leaders within your company to initially

**Make this top-of mind for managers and show them how an eNPS score or other measure can indicate the motivation levels of their team.**



set up weekly, bi-weekly, or monthly meetings within the 1:1 Conversations tool. Or, if such a format already exists outside of the tool, have leaders port existing content within the tool to avoid disturbances with existing meetings. Also, if meetings outside direct reporting lines happen, encourage people to track those as well, especially if there is cross-department synergy at play.



## **Design a comprehensive Communication Plan**

Communication is key when announcing the ‘why’ behind any organizational change. As such, try employing a variety of communication channels to introduce 1:1 Conversations leading up to the launch, such as emails, company newsletters, and announcements at all-hands meetings. Maintain your launch momentum with reminders on posters and TV monitors around the office.

## **Internal Education Resources**

If having an ongoing 1:1s is an unfamiliar practice to your managers and employees, make sure they feel supported as they learn this new skill set. Leverage your company intranet, an employee resource Wiki, or other learning repositories to house educational materials on providing effective feedback.



## Launch Checklist

### **STEP 1 – Set the goals you want to achieve with this 1:1 program and how you will measure success.**

Set the goals for your program and identify what are the Key Performance Indicators you'll use to measure success.

### **STEP 2 – Pick a cadence and format that work for your team**

#### **Company Size**

In smaller teams, employees and managers should have more frequent 1:1s. It allows to streamline communication and make everyone feel connected. If many of the managers at your organization have over 10 direct reports, you can recommend bi-weekly or monthly 1:1s.

#### **Make everyone feel connected**

Managers can also have weekly or bi-weekly 1:1s with their teams, and also 1:1s with secondary reports on a monthly or quarterly basis.

### **STEP 3 – Identify who your key partners will be to launch this program**

Having other business leaders be champions for this program will help motivate managers and employees to follow. Find those leaders across your organization that can become ambassadors on this initiative.





## STEP 4 – Pick a launch day and work on your timeline

A good practice is to pick a date and walk your way backwards to identify key milestones you'll need to hit to make that deadline achievable.

Here are some milestones you'll need to think of:

Schedule Managers and Team Leads training sessions. Managers will be in charge of making these conversations happen. Make sure they are fully trained and know how to use Reflektive's 1:1s tool and how to frame conversations strategically.

Training Resources available in Reflektive's Knowledge Center:

**[Going Live with 1:1 Conversations](#)**

**[Training Session Deck](#)**

**[Preparing for a 1:1 Conversations Rollout](#)**

Additional articles you can find in the Reflektive Blog:

**[1:1s Overview: How to get started](#)**

**[Setting up a 1:1 conversation](#)**

**[Preparing and setting an 1:1 agenda](#)**

Prepare email communications and campaign assets ahead of time. An integrated promotion campaign will help managers and employees understand the value of the program and will help drive adoption! You can find **campaign examples** in our Knowledge Center.

## STEP 5 - Track progress!

Make sure you are leveraging a people analytics platform, such as Reflektive's People Intelligence, and tapping into dashboards to keep track of the percent of conversations happening across your organization.

## STEP 6 - Iterate, Iterate, Iterate

One of the most important things to remember is to make sure you are continuously improving your processes to evolve and adapt to your ever changing workforce.

READ MORE

**[Going Live with 1:1s](#)**

# Measuring Success of 1:1s as an HR Leader

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It's all well and good to put 1:1s in the hands of your managers, step back and let them lead. So, what's an HR leader to do to ensure success? HR can help provide the structure needed to make 1:1s productive.

## Measure adoption

Develop a system that recognizes and rewards managers who are consistently meeting with their reports. Consider the goal of 1:1s — More engaged employees who are motivated and plan to stay with the company. If these goals are being met, perhaps it is less important how often managers do 1:1s, what they talk about, and so on. The process is distributed and run in a way that works for individuals. Managers don't need to turn in any paperwork that would weigh down the process.





Some of KPIs include — but are not limited to:

- % of managers having 1:1s
- Common conversation topics discussed
- Frequency at which managers and employees are meeting

## eNPS as a lead indicator

A commonly used measure of engagement is the eNPS score, or employee Net Promoter Score, which asks: On a scale of 0 to 10 with 10 being “extremely likely,” what is the likelihood you would recommend working at [your company] to a family member, friend or colleague?

This eNPS score will allow companies to see, with a pre-determine cadence, how engaged employees are. It can be done before and after implementing 1:1s to see the change in engagement. Another way to measure success are through 360 reviews, or employee-driven feedback cycles. Isolate reviews and feedback given by direct reports to managers or team leads to check for outliers. This way, you can target training on how to get the most out of 1:1s to managers who may need it most.

An example of the eNPS score scale, used to measure employee engagement:

**On a scale from 0-10, how likely are you to recommend your organization as a good place to work?**

Click to confirm

0 1 2 3 4 5 6 7 8 9 10

Very Bad Very Good

# Conclusion

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In a good organization, successes will be recognized, failures will be great coaching opportunities, and the employee will continue to gain responsibility, develop new skills, bring value and see a clear path for career advancement.

In a bad organization, the employee's best efforts will be ignored. Having a culture of productive 1:1s can help you retain your best employees and set them up for ongoing success.

Without a systematic way to track, analyze, and improve performance management initiatives no company can hope to grow to its' fullest potential. In today's fast-changing business environment, organizations have equal access to capital and technology to power their business. The key to gaining a competitive advantage is the company's ability to attract and engage top talent, and to inspire that talent to execute on its mission effectively.

A successful 1:1 program is key to unlocking that top talent and motivating — helping the business and their professional careers grow to new heights.



The resources listed in this guide are available on our website, blog, and Knowledge Center.

[www.reflektive.com](http://www.reflektive.com)

[Blog.Reflektive.com](http://Blog.Reflektive.com)

[support.reflektive.com](http://support.reflektive.com)

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## HR Admins

[Preparing for a 1:1 Conversations Rollout](#)

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## Employees and Managers

[1:1s Checklist](#)

[How to hold a great career conversations with their managers](#)

[1:1s Overview: How to get started](#)

[Setting up a 1:1 conversation](#)

[Preparing and setting an 1:1 agenda](#)

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If you are a Reflektive Customer, reach out to your Customer Success Representative to learn about additional resources we have prepared for you.