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Newsletter Issue # 13

Fostering Communication Through 1:1 Meetings



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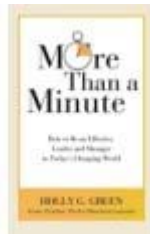
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Book Buzz

You can't afford to be an OK leader or manager today.

You have

to be the best. [Get the tools you need by ordering your copy of *More Than a Minute* today.](#)



What are you waiting for? Your competitor may already have one.

"More Than a Minute is an excellent tool to support your organization's planning and goal-setting exercises. Holly Green provides a great deal of easy-to-follow guidance on how to set proper goals and how to structure strategic planning that will help drive organizational performance."

Holly G. Green, Live & In Person

**Santa Clara, CA Event
March 19, 2009**

VISTAGE
better leaders • decisions • results

2009



In The News

Did you see Holly quoted in USA Today, hear her on the radio or see her in California Executive? Check out some of the recent press surrounding *More Than a Minute* and Holly G. Green at our [news archives](#).



In the last newsletter, I talked about what great leaders and managers **DO**. One of the critical areas of focus for a great leader is to foster communication and nurture the desired culture of the organization by *engaging* everyone. Today, more than ever, you need everyone clear and aligned on where you are going or the likelihood of getting there is dramatically decreased.

Without communication between and feedback from employees, a leader has no way of knowing whether there are any potholes that need repairing or roadblocks to achieving this end, or whether employees even fully understand where and what the destination point is.

What better way to establish strong lines of communication and a path to nurturing your team than with 1:1 meetings? Holding 1:1 meetings requires:

- Discipline
- Preparation by both participants
- An ongoing, dedicated time slot on your calendar

1:1's can be intimidating at first and sometimes uncomfortable for both parties. This can be particularly true in tough times when employees are even more concerned about their jobs. However, with the right tools in place, 1:1 conversations can be effective and even enjoyable.

Some things to keep in mind when implementing a management practice of 1:1's:

- Do not assume managers and leaders or employees know

Doesn't Have to Suck

In this interactive session, Holly will explore how being a people person will get you through 2009 and out the other side. Participants will learn about strategic planning and organizational goal setting, individual goal setting and communication, developing a high performance culture and positive and constructive feedback. Seating is limited so [register now](#) for this complimentary event.



THE MANAGEMENT DEVELOPMENT INSTITUTE

On February 27th California State University, College of Business Administration, in conjunction with THE HUMAN FACTOR, INC. announced the launch of THE MANAGEMENT DEVELOPMENT INSTITUTE.

This Management Certificate program's curriculum and approach will be based on the principles outlined in *More Than a Minute* to provide a cost effective, credible set of learning experiences to raise the bar on leadership and management capability enabling success in today's tough business environments.

[Find out how you can register today.](#) **You can't afford not to be the best leader or manager possible!**

how to participate in effective 1:1 conversations. Lack of experience and discomfort is probably why these conversations are not happening in your organization today.

- There is nothing more important than understanding what motivates your employees, finding ways to help them produce more, understanding what is getting in the way of their success and gaining a better understanding of what is going on with your team.
- If you do a good job communicating regularly with your direct reports and they pass it along, it will save countless hours of time in rework, in resetting expectations and in redoing what someone else was sure was "right".
- Remember, "there is never time to do it right but always time to do it over", does **NOT** have a place in high-performing organizations.

In Chapter 3 of *More Than a Minute*, I discuss this in further detail and also offer some great questions that managers can use in regularly scheduled 1:1 meetings. Some are noted below and many more are in the book:

- What is new since we last met?
- What has surprised you (something that was harder than you thought it would be or easier than you thought it would be)?
- What topic are you hoping I won't bring up today?

Recently I came across a small company that has effectively implemented this practice - Integrated Project Management Co.:

"...at IPM, feedback is a very frequent -- and highly structured -- process.

For the first six months of employment, each IPM employee sits down for a weekly one-on-one meeting with his or her manager in which they discuss work progress, performance and the skills that need improvement.

Annually, managers give their teams a "Performance Summary & Development Plan" that evaluates them in a range of areas, e.g., values and ethics and includes training recommendations.

The reason for all this feedback, says founder and Chief Executive C. Richard Panico, isn't to intimidate or make employees feel inadequate. It's more like coaching; given in a "very encouraging" manner, to help employees get the skills they need and move up into leadership roles, as well as to instill company values.

(<http://online.wsj.com/article/SB122347733961315417.html> "Top Small Work Places 2008", Kelly K. Spors, February 22, 2009)

Keynote Presentations



Do you belong to a professional organization or industry group? Holly would love to speak to

your group or conference.

You need real tools to thrive as a leader and manager in today's environment. Holly provides them in interactive keynotes and workshops. Contact [Holly](#) today to discuss how she can customize content to achieve the results you need.

Are you twittering? ...have any friends on Facebook? ...Linked In yet? ...gotten on Plaxo? ...are you getting the More Than a Minute weekly blogs? Social media is powerful and a great opportunity to do more than ever before with fewer dollars.

Connect to Holly via social media and learn even more about being a great leader and manager today!

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[LinkedIn](#)
[Facebook](#)
[Plaxo](#)
[MTAM Blog](#)

Take the time to have 1:1 conversations regularly. The return on your investment will be high!

Answer to last edition's *Who said this?* "A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be." Rosalyn Smith Carter

This week's *Who said this?* "The art of communication is the language of leadership." Find out who in the next newsletter.

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