



---

## Decision Minds Employee Engagement Handbook

---

### **Structured 1X1's**

## Introduction

We at Decision Minds, want to create a culture where every DMite connects with their manager for one-to-one (1X1) connect session on monthly basis. The connect is to discuss not only tactical and functional aspects of the job role but also to discuss the personal growth and career aspirations.

This framework talks about how to conduct the one-to-one meetings effectively taking into consideration the reality of working remotely.

## Objectives to achieve in the One-to-One

- **Rapport building** - Strengthen relationships. Be more open with each other.
- **Check in conversation** - Have frequent discussion about performance, expectation and provide timely feedback.
- **Engagement and productivity** - Keep DMites engaged and connected enabling them to contribute positively/effectively to individual, team and Decision Mind's growth.

## Here are some things to keep in mind while Planning One-to-One

1. Every manager handling a team at Decision Minds, should plan these one-to-one sessions with their direct reports and calendarize it. DMites are entitled to ask for a one-to-one connect in case this not been practiced currently in the team.
2. A key point about a one-to-one: it should be regarded as the reportees' meeting, with its agenda and tone set by them.
3. Meetings should normally be around 30 minutes at least once a month. If needed can increase the frequency.
4. If as a manager, you need to give positive/negative feedback to a team member, you do not need wait for one-one and make it a practice to give the feedback immediately.
5. Agenda
  - Both the manager and the team member to have agenda to discuss; at the start of the meeting, discuss the listed agenda on basis of priority. To wind up, spend time on discussing performance on job requirements, relationships with peer teams, career development, give and seek feedback, leadership, and innovation.
  - Both team member and manager should add items for the agenda and make it a meaningful two-way conversation rather than a manager seeking updates.

6. It is important to track closure of action items. Maintain a word/excel doc to capture all the agenda items and both need to make it a practice to update the document before every meeting
7. Start with a bit of small talk. Consider starting with asking questions like; “*How are you today?*”; “*How was your weekend?*”; “*How have you been doing in the WFH scenario?*”
8. The manager should adapt their approach to different personality types – this is the key.
9. Actively listen to identify what the direct report is saying. The manager should strive to do 20% of the talking while the direct report does 80%.
10. Connect and collaborate regularly as it helps to build trust in relationships and provides a safe place to have courageous conversations.
11. It’s important not to push times of the one-to-one for ‘more important’ tasks. Book them and ensure you always are on time.
12. It is believed that end of the meeting is good time to discuss anything that report might not be comfortable to reveal. Managers should utilise last few minutes to discuss about anything that is bothering the DMites within the team to discuss anything that he/she might not be very comfortable to discuss

#### Once again Summarizing the process to follow for an effective 1X1

- **Cadence:** Schedule your Engagement Check-In at least once in month. Block calendars in advance.
- **Mode:** Try and have these over video calls on Teams as in person meetings might not be possible during this pandemic.
- **Preparation:** Prepare the agenda and discussion points and focus areas that need urgent attention or are of utmost importance.
- **Questions:** Refer to the 1X1 question bank to frame your questions.
- **Take Notes:** Make copious notes which will serve as reference points for the next connects.
- **Follow up:** At the end of the conversation summarize and follow up on any actions.

## STRUCTURING the one-to-one meetings

### Conversation drivers for managers:

Focus Area	Questions
<b>What makes the individual unique</b>	How is everything going today? What's on your mind this week?
	What does you like to do in your free time?
	Are you able to maintain work life balance? And what can we do to help you achieve work life balance?
	How is remote work going for you?
	What's your biggest struggle working remotely?
	Anything non-work related worth mentioning?
	How is everything going today? What's on your mind this week?
<b>Focus on current role, skills and strengths</b>	How would you describe a great day at work?
	What went well last week?
	What went not so well last week?
	Last time we spoke you said X was a challenge for you, how is that going?
	What has energized/challenged you in your role?
	What's one thing (or a few) you learned this week?
	What is that you like and dislike about your role?
	What don't you do in your current role that you'd like to?
	What would you like to learn next?

<b>What is individual's future aspirations</b>	Which are the skills that you would want to develop next?
	What help would you need from me to enable you to learn new skills?
	Have you identified any career development opportunities that I can help you with?
	What can I help you with between now and the next time we meet?
<b>Seek feedback about yourself</b>	Do you feel respected, valued and inclusive in the team?
	How is everything going with people you work with/on your team?
	Any interactions you'd like to discuss?
	Do you find my communication clear and easy to understand or is there something I can do to improve?
	Do I clearly communicate our team's/company's mission & vision to you?
	How can I better support in your job?

### STRUCTURING the one-to-one meetings

#### Conversation drivers for Direct Reports

Focus Area	Questions
	Start with what is going well in your personal life and what is bothering you.
	Talk about your hobbies and how you keep yourself engaged outside work.
	Let your manager know if you are enjoying your work or are you feeling

<b>Talk about self</b>	stressed out.
	Propose solutions which can help you gain job satisfaction and check on the feasibility aspect.
	Let him/her know about your month's personal priorities.
<b>Focus on current role, skills and strengths</b>	What according to you are my top strengths or top skill?
	Are you aware of any development opportunities that would be helpful for me?
	I see this as my career path, what career path do you see based on my skills?
	What should I focus on to reach the next level?
	Talk about aspects of your current role you like and dislike.
<b>Talk about future aspirations</b>	What skills should I build on?
	I aspire to learn the following skills basis my area of interest, what should be my learning process?
	Talk about any role/project which you may want to pick up in future and if you have the required skills or strengths to perform that role.
<b>Give and seek feedback</b>	Should I be gathering career development feedback from others?
	What should I do to increase my visibility across the team and collaborate effectively?
	Do you have any other feedback for me?
	Let your manager know about your expectations from him/her, where do you need his/her help to become successful.
	Align on some of focus areas between this meeting and next meeting.

### Document Version Control

VERSION	DATE	AUTHOR	ACTION ON DOCUMENT
Version 1.1	June 2021	Dr Swapnilsony Singh	Drafted Employee Engagement Handbook