

# Supervisor Best Practices: Partnering for Performance

Communicating with your direct reports on a regular basis builds trust and effective teamwork.

Below you will find communication best practices and sample questions to guide performance conversations during one-on-one meetings with your direct reports throughout the year. Regularly scheduled check-ins allow you to:

- Establish clear goals
- Celebrate wins and progress
- Gain awareness of needs
- Coach and mentor
- Remove obstacles
- Discuss priorities and areas of focus
- Discuss development opportunities
- Give feedback
- Build trust

## One-on-One Basics

1. Prioritize reoccurring one-on-ones with each of your employees. For example, create an Outlook calendar event for every third Monday from 9-10 a.m.
2. Prepare an agenda. Include reviewing previous one-on-one notes, goals, current projects, development needs, priorities, and current focus areas.
3. Request that your direct report come prepared to discuss specific items such as goals, accomplishments, development opportunities, and job needs.

## Sample Questions to Ask in a One-on-One

<p><b>Work/Non-Work Goals</b></p> <ul style="list-style-type: none"><li>• What are your work goals for the next week/month/year?</li><li>• Any non-work goals you wish to share?</li><li>• Is there a new project or initiative you want to get involved in?</li><li>• What training or development opportunities interest you?</li><li>• What parts of your job would you like to spend more or less time on?</li><li>• Where do you see yourself in 3 years? 5 years? 10 years?</li></ul> <p><b>Accomplishments</b></p> <ul style="list-style-type: none"><li>• Is there an accomplishment (work or non-work related) that you're proud of right now?</li><li>• What other responsibilities have you taken on in addition to your primary duties?</li><li>• What lessons did you learn from your recent wins that you can apply going forward?</li><li>• Is there any recent feedback you have received from colleagues or clients that you're happy with?</li></ul>	<p><b>Professional Development Opportunities</b></p> <ul style="list-style-type: none"><li>• Is there any training you need?</li><li>• Are there any resources you need?</li><li>• What skills would you like to develop?</li><li>• Are there any conferences, workshops, or other growth opportunities you would like to take advantage of?</li><li>• Is there anyone you think would be a good mentor or coach for you?</li></ul> <p><b>Job Needs/Challenges</b></p> <ul style="list-style-type: none"><li>• What challenges are you facing right now and how can I remove roadblocks?</li><li>• Where do you feel like you could use more support right now?</li><li>• Do you have any areas of concern?</li></ul> <p><b>Feedback</b></p> <ul style="list-style-type: none"><li>• Is there any feedback you have for me or the team as a whole?</li><li>• Use the S.B.I. tool to provide constructive and positive feedback.<ul style="list-style-type: none"><li>○ Describe the <b>Situation</b>.</li><li>○ Explain the <b>Behavior</b> you directly observed.</li><li>○ Describe the <b>Impact</b> of that behavior on you, the team, clients, and/or others.</li></ul></li></ul>
<p><b>Close-out</b> Wrap-up the meeting with a recap and agenda items to discuss during your next one-on-one.</p>	

To conduct efficient one-on-ones with your direct reports, download your *One-on-One Agenda: Partnering for Performance* today at [aub.ie/performance](http://aub.ie/performance).