Supervisor Best Practices: Partnering for Performance

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

<table>
<thead>
<tr>
<th>Work/Non-Work Goals</th>
<th>Professional Development Opportunities</th>
<th>Job Needs/Challenges</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are your work goals for the next week/month/year?</td>
<td>Is there any training you need?</td>
<td>What challenges are you facing right now and how can I remove roadblocks?</td>
<td>Is there any feedback you have for me or the team as a whole?</td>
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<tr>
<td>Any non-work goals you wish to share?</td>
<td>Are there any resources you need?</td>
<td>Where do you feel like you could use more support right now?</td>
<td>Use the S.B.I. tool to provide constructive and positive feedback.</td>
</tr>
<tr>
<td>Is there a new project or initiative you want to get involved in?</td>
<td>What skills would you like to develop?</td>
<td>Do you have any areas of concern?</td>
<td>o Describe the Situation.</td>
</tr>
<tr>
<td>What training or development opportunities interest you?</td>
<td>Are there any conferences, workshops, or other growth opportunities you would like to take advantage of?</td>
<td></td>
<td>o Explain the Behavior you directly observed.</td>
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<tr>
<td>What parts of your job would you like to spend more or less time on?</td>
<td>Is there anyone you think would be a good mentor or coach for you?</td>
<td></td>
<td>o Describe the Impact of that behavior on you, the team, clients, and/or others.</td>
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<tr>
<td>Where do you see yourself in 3 years? 5 years? 10 years?</td>
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</table>

Accomplishments
- Is there an accomplishment (work or non-work related) that you’re proud of right now?
- What other responsibilities have you taken on in addition to your primary duties?
- What lessons did you learn from your recent wins that you can apply going forward?
- Is there any recent feedback you have received from colleagues or clients that you’re happy with?

Close-out
Wrap-up the meeting with a recap and agenda items to discuss during your next one-on-one.

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