



## Run Effective 1-1s

*Effective one-to-ones are simple, regular conversations that build clarity, trust, and performance over time.*

### Why 1-1s Matter



#### For individuals

- Feel heard, valued, and taken seriously
- Gain clarity about priorities and expectations
- Build confidence by addressing issues early
- Receive support before problems escalate
- Have space to reflect, not just react



#### For managers

- Gain real insight into how work is actually going
- Reduce surprises around performance, wellbeing, and engagement
- Build stronger, more trusting working relationships
- Support development more effectively over time
- Save time by preventing repeated or escalating issues



#### For the organisation

- Increase engagement and retention
- Encourage early intervention rather than crisis management
- Support fair, consistent people management
- Better align individual effort with wider priorities

### What They Are (and Aren't)



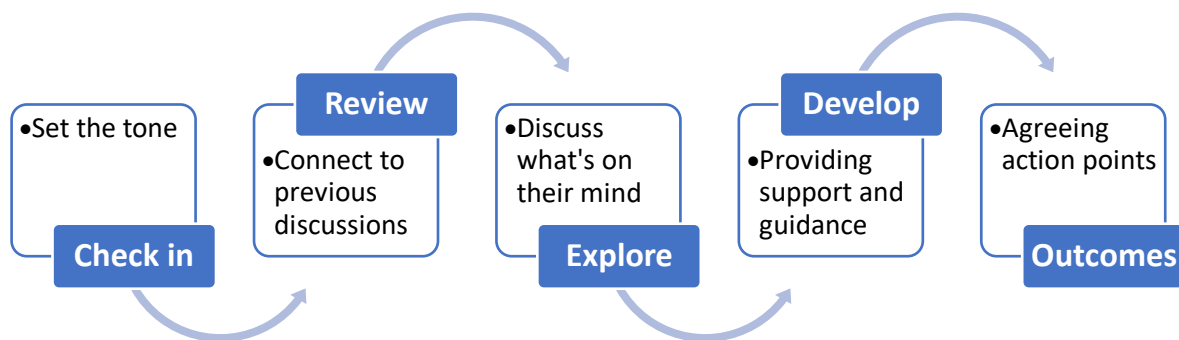
Regular and protected  
Primarily about the person  
A space to reflect and make sense of work  
Proactive, not just problem-driven  
Employee-led, with the manager listening  
Lightly structured but flexible  
Consistent over time



Performance reviews or ratings discussions  
Coaching or counselling sessions  
Quick informal catch-ups  
Only used when something's wrong  
Task or project status updates  
A forum for fixing, judging, or micromanaging



## A Framework for 1-1s: CREDO



## Key Skills for Effective 1-1s

<b>Preparation</b> – being clear on the purpose and priorities before the conversation	<b>Presence</b> – giving full attention and minimising distractions	<b>Listening</b> – genuinely hearing what is said, not just waiting to respond
<b>Curiosity</b> – asking open, thoughtful questions	<b>Patience</b> – allowing time for thinking, pauses, and reflection	<b>Restraint</b> – resisting the urge to jump in and 'fix'
<b>Empathy</b> – understanding how work feels for the individual	<b>Emotional awareness</b> – noticing mood, tone, and unspoken signals	<b>Clarity</b> – helping surface what really matters
<b>Summarising</b> – reflecting back key points and understanding	<b>Developmental thinking</b> – supporting learning, confidence, and growth	<b>Boundary-setting</b> – keeping the conversation focused and appropriate
<b>Consistency</b> – showing up regularly and reliably	<b>Fairness</b> – treating people consistently and transparently	<b>Follow-through</b> – remembering, acting on, and revisiting what was agreed