



# Boulden Management Consultants training by design

## Course: **Effective one to one meetings**

### Overview

This one-day programme aims to provide Executives, Managers and Team Leaders with the knowledge and skills needed to motivate their staff to perform at the highest level possible. Research suggests that one of the best forums for motivating staff is to provide feedback and set clear goals in an informal monthly, one to one meeting. The goal of this programme, therefore, is to help participants to run 'one to one' meetings that stimulate and motivate employees and that leave both parties feeling that the one to one session has been a valuable use of their time. During the workshop we will provide delegates with a structure for effective one to one meetings and show how to apply the full range of questioning, listening and coaching skills that are needed to make the process work well. The training will also involve role-plays that will demonstrate how to address the topics that might arise during a 'one to one' e.g. career development, performance management, delegation and target setting.

### Learning objectives

#### **By attending this highly interactive two-day course you will:**

- Appreciate the core values and beliefs associated with motivating employees
- Understand core Performance Management concepts and the stages of effective delegation
- Acquire the ability to set challenging and measurable 'SMART' goals
- Appreciate the key features of a well structured 'one to one' meeting
- Discover a toolkit of powerful communication skills for giving feedback
- Learn some elegant methods for dealing with disagreement and hostility

### Feedback

Feedback is based upon peer review using BMC assessment checklists. Completing the BMC assessment checklists is not only valuable to the people involved in a given role play or case study, it also helps those completing them to gain an in-depth understanding of the building blocks that make up an outstanding people manager.

### Who should attend?

This course is for all Executives, Managers and Team Leaders who wish to improve their delegation skills, manage performance and motivate employees in a professional and effective manner.





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## Day one: Effective one to one meetings

### The inner game of people management

The phrase the 'inner game' is a term borrowed from sports psychology. It is a reference to the fact that what is going on inside a person's head (their state of mind) is crucial to good performance. Here we consider the role perception and beliefs of experts in delegating to, and motivating their employees.

- Examining your current beliefs
- Reviewing expert beliefs
- Making changes that you feel are appropriate for you

**Exercise:** *applying the 'affirmation' technique*

### How to structure a 'one to one' meeting

Understanding what makes a 'one to one' meeting effective or ineffective and recognising what topics should be included. Appreciating the place of the one to one session in effective delegation.

- Typical agenda
- Delegation & the 'delegation planning process'
- Time Frames
- Taking notes
- SMART goals

**Exercise:** *drafting an agenda and writing SMART goals*

### Self control techniques

How to maintain a calm, confident state of mind when running a one to one session; including how to handle 'strong' reactions from people who are being coached or given unwelcome feedback.

- Future Pacing
- Bullet proof glass technique for handling criticism

**Exercise:** *practising the future pacing technique*





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### Day one: Effective one to one meetings

#### Motivation

Understanding what aspects of a one to one are important in motivating employees.

- The manager employee relationship - the importance of recognition
- Valuing individual differences
- "Motivators"
- "Satisfiers"

*Pairs exercises: the motivation audit*

#### Feedback techniques

Mastering a set of techniques for (i) praising good performance (ii) explaining to the employee that there is something that you would like them to improve upon (iii) guiding an employee to recognise an area where they need development.

- Collecting evidence
- The two stage positive feedback technique
- Being specific
- Positive Language
- Constructive Feedback Technique
- The advantages of a Pull V's a Push technique
- Facilitative Feedback Technique

*Pairs exercises: practising the tools and techniques of effective feedback*





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## Day two: Effective one to one meetings

### Using 'counselling skills' to resolve issues and challenges

Learning effective listening and questioning techniques that help to explore issues and problems and to facilitate the coaching process.

- Six stage 'Listening funnel'
- Remaining Silent
- Observing non verbal behaviour

*Pairs exercises: asking questions using the 'listening funnel'*

### Agreeing actions

Jointly identifying possible actions for the employee to focus on in the month ahead.

- Three step assertive technique
- Generating options

*Pairs exercises: practising the three step assertive technique*

### Case studies

Practising the tools and techniques by planning and running one to one meetings based on common issues e.g. poor performance, career development etc.

