

**Volume 16****What I'm hearing**

A question I've been hearing: "How do I make the best use of limited time to meet with my people to help achieve all the things presented in trUPerformance™?"

**What it means**

This conversation builds on what we discussed in trU Tips 15. The reality is that time limitations present leaders with a barrier and an excuse for not meeting one-on-one with their people at least once a month. In considering the value of this commitment to the team, leaders should ask themselves the questions: "How much time do I spend monthly dealing with questions or problems my team should be solving, or fixing something that I should have known about earlier? Would spending 30 minutes per team member provide an ROI if 80 percent of these time wasters were eliminated?"

The Ken Blanchard Companies did a study to determine what people thought were the critical factors for a great work environment and who was responsible for each factor: "myself, my leader, or senior leadership." The only two things given overwhelming responsibility (80 percent or more) to "my leader" were giving feedback and setting performance expectations. In addition, the respondents identified "myself" as having primary responsibility for connectedness with their leaders and colleagues.

Their feedback to leaders was, "help me with the target, give me feedback along the way, and I will own keeping you in the loop and working with my colleagues to get things done."

For a leader, the key tool for living up to this responsibility is devoting time to one-on-one conversations and making that time the most productive meeting on your calendar.

**What you should do**

If you do one thing differently in 2012, commit to 20 to 30 uninterrupted minutes with each team member at least once a month. There are two keys to making this work:

1. The content is owned by the team member, not the leader. If you have lots to talk about (such as a new project or his/her input on your problem), schedule another meeting.
2. Provide a baseline of information about what his/her job is, how YOU measure his/her performance, and what you want to be warned about on a day-to-day basis.

If you're looking for a place to start, here's a link to a template on my website:

<http://www.thetrugroup.com/wp-content/uploads/2011/11/trUPerformance-One-on-One-Sheet-Template.pdf>

Feel free to print and use it. I also would be happy to send you a modifiable copy.

Looking to create this habit across a group of leaders in 2012? Is it time to rebuild some of the habits or culture around investing in your people? Contact me.

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