

The 1-1 Coaching Session Framework

Objective

Multiply your impact through others and make a measurable difference in the business.

Conducting the 1-1 Coaching Session

1. Establish the agreement for the coaching session.

Great leaders constantly create clear agreements. At the beginning of the coaching session ask, “What outcome do you want that would make this a successful 1-1 coaching session today?”

2. The What: Check-in on Results

- What were your accountabilities?
- What was your progress?
- Acknowledge results.
- Assist the team member in resolving issues;
 - Clarity expectations or big picture items where needed.
 - What obstacles are getting in the way?
 - What is the impact of those obstacles?
 - What support do you need from me?
 - What are your next steps?

3. The How: Check-in on Relationships

- Where are your strengths playing out?
- What are your limitations?
- How are your limitations impacting your work? The people around you?
- How can you leverage your strengths to overcome limitations?
- What are your next steps?
- Acknowledge successes.
- Ask other questions about motivations and preferences.

4. Have the Team Member summarize actions/insights from the session.

5. Confirm the next 1-1 coaching session.

Considerations for the 1-1 Coaching Session

- The discussions aren't always as easily separable into the what and the how. They may blend. Just make sure you are covering both.
- Modify the cadence based on the competence and confidence levels of your people.
- Schedule the 1-1s or they won't get done.
- Coach, don't rescue.
- Include a high level agenda inside the meeting invite.
- Show up and commit—or you will lose credibility as a leader.
- Use this as an opportunity to reinforce team values, norms, and strategic objectives through feedback and recognition.
- Utilize the Situation-Impact-Input-Followup feedback/coaching model.

Standards for Your First 1-1 Coaching Session

- Establish ground rules for the relationship—expectations from each other.
- Determine logistics of the 1-1 Coaching Sessions—when, where, cadence, duration.
- Check-in on communication preferences, frustrations, motivations.
- If you have an existing team member but haven't been conducting 1-1s create a clean slate by apologizing and moving forward.
- Clarify the agenda:
 - Results check in: performance tasks/goals/objectives
 - Relationship check in: professional and career development