



How to run effective one-to-ones

Prepare
 Heist thinking

Never leave important conversations to chance. Consider the purpose, person and conditions. We call this heist thinking.

- “Why are we meeting?”
- “Who is in front of me?”
- “How should I adapt?”



STEP	PREFERENCE	FOCUS	KEY QUESTIONS
01 Align	Logical	Establish the aim and define success.	• “What is the purpose?” • “What needs to happen for this to be valuable?” • “What’s on your mind?”
02 Explore	Expressive	Understand the issue and examine different perspectives.	• “Where are you on a scale of 1–10?” • “What else?”
03 Act	Forceful	Agree the first step, ownership, barriers and timeframe.	• “What happens first?” • “Who owns it?” • “By when?”
04 Support	Empathic	Identify the support, resources and strengths needed.	• “What support do you need?” • “Which strengths can you use?”



After

Ask the individual to summarise what was discussed and the agreed next steps

- “Can you summarise what we’ve agreed and what happens next?”

