

## Creating an Organization-Wide System for 1:1s—A Suggested Process

The checklist below walks you through steps for creating an organization-wide system for 1:1s. The approach is inspired from research on the successful implementation of HR and change management initiatives along with insights gleaned from Cisco’s innovative approach to company-wide 1:1s. This process can be adapted based on your organization’s history with change, culture, and needs.

Check	Steps
[ ]	<b>IDENTIFY CHAMPION(S).</b> Identify champion(s) from senior leadership (e.g., CHRO, COO, Division President) who will be the “face” of the system.
[ ]	<b>ASSEMBLE TEAM.</b> Assemble a cross-divisional implementation team to flesh out the program and to ensure that the created system fits well with different functions and job levels.
[ ]	<b>ESTABLISH VISION.</b> Document the key hopes, goals, targets, and overall operating principles for the 1:1 system. When doing so, be sure to connect the 1:1 approach to organizational values and other HR/talent systems to promote integration and mitigate “flavor of the month” perceptions that new initiatives can often engender. The goals identified here will also serve as the evaluation criteria in a subsequent step.

Check	Steps
[ ]	<p><b>CREATE SYSTEM DETAILS.</b> Leverage the learnings from this book to decide on how structured the system should be for leaders, such as having required cadences and templates versus allowing the leader to tailor to their desires. Relatedly, decide on how technology will or won't be used to facilitate the 1:1 system. An informal approach simply leveraging shared online or paper templates and documents can be used, or a more formal system can be used where technology serves to structure the process involving team member input, leader review, and action planning. A great example of a formal system can be found on the Cisco website: <a href="https://www.cisco.com/c/r/team-development/team-space/checkins.html">https://www.cisco.com/c/r/team-development/team-space/checkins.html</a></p>
[ ]	<p><b>COMMUNICATE THROUGH MULTIPLE CHANNELS.</b> Communicate actively and transparently to all the “hows” and “whys” of the 1:1 initiative. Address common concerns of starting 1:1s via the system (e.g., a detailed FAQ). At the same time, prepare individual leaders to discuss the initiative with their teams and answer questions themselves.</p>
[ ]	<p><b>PROVIDE TRAINING.</b> Provide comprehensive training to assure an understanding of 1:1s and the process, vision, implementation, and broader expectations of the 1:1 system.</p>
[ ]	<p><b>LAUNCH AND SUPPORT THE SYSTEM.</b> Create a meaningful launch event to generate excitement. Once the system is launched and live, provide coaching and support to leaders and team members to be sure questions and problems are addressed.</p>

Check	Steps
[ ]	<b>MONITOR PROGRESS.</b> If you created a more formal technology-driven system, monitor use of the system via a dashboard. If you decide on a more informal system, assess use and evaluation of the system via pulse surveys or integrating survey questions into the current engagement survey system.
[ ]	<b>EVALUATE AND ASSESS IMPACT.</b> Evaluate the impact of the system on key outcomes of importance to the organization. For example, is the intended use of the system correlated with employee engagement and retention? The key criteria evaluated should be those identified in the vision statement for the system. Ideally, try to collect evaluation data such that leaders can get some feedback on how to do 1:1s most effectively.
[ ]	<b>UPDATE SYSTEM.</b> Based on team member and leader evaluation and comments, tweak and alter the 1:1 system as needed to maximize its value. Evaluate any changes so that the system can keep being improved over time.