



Employee Work Passion—Volume 6

Are Employees' Needs Being Met by One on Ones?

Survey Says “No”

By Drea Zigarmi, Jim Diehl, Dobie Houson, and David Witt

Employees want more meetings with their boss. That’s one of the key findings from a survey conducted by *Training* magazine and Blanchard®. More than 700 subscribers of *Training* magazine were polled to learn about their experiences having one-on-one meetings with their managers. Readers were asked what they wanted out of their meetings and how that compared to what was really happening. This research gives an important new look into what is being discussed and how it is meeting the needs of today’s workers.

How often do people want to meet with their manager?

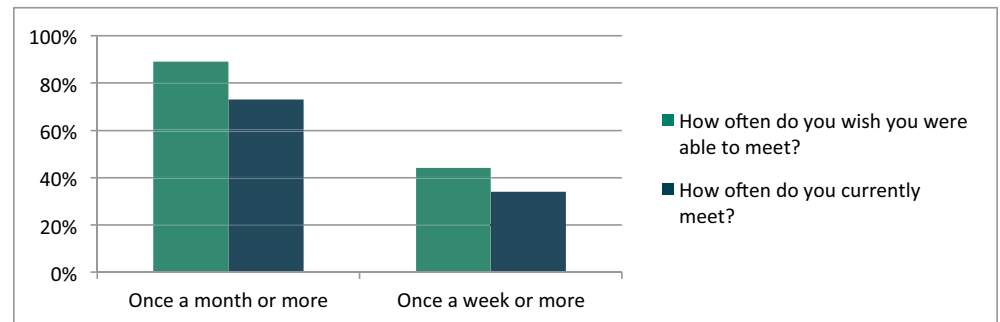
One of the first questions respondents were asked was how often they currently meet with their direct manager versus how often they wished they were meeting.

Key Takeaways Figure 1

- 89% of people want to meet with their manager on at least a monthly basis, with 44% of the people polled wanting to meet at least once per week.
- Only 73% of people actually do meet at least once a month. Only 34% of people actually meet at least once per week.

Participants could choose answers ranging from “Rarely or Never” on the low side to “More than once a week” on the high side. A summary of the 700-plus people who responded appears below. The two columns on the left represent combined answers from respondents who chose once a month, twice a month, once a week, or more than once a week. The two columns on the right are a subset of the larger group representing people who chose once a week or once a week or more as their responses.

Figure 1: How often do you meet?—desired versus actual



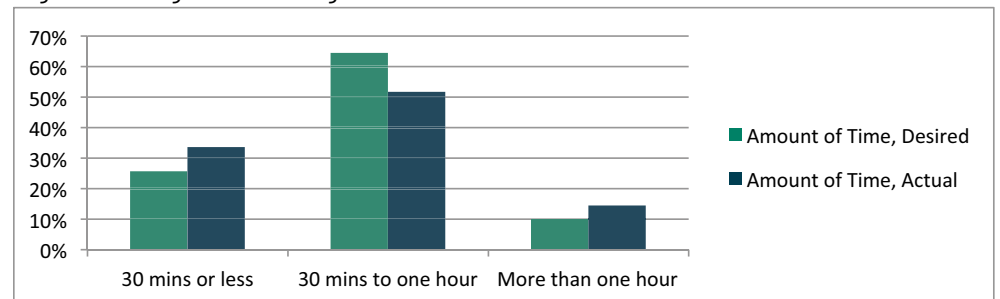
One-on-One Timing and Responsibility for Agenda

The survey also looked at some of the details regarding length of time for the meeting and who respondents felt should be responsible for setting the agenda. Participants could choose from three time frames: 30 minutes or less, 30 minutes to one hour, or more than one hour. The results showed that the majority of people desired and currently met in the 30- to 60-minute midrange.

Key Takeaways Figure 2

- 65% of people want to meet for 30 minutes to 60 minutes when they get together with their manager.

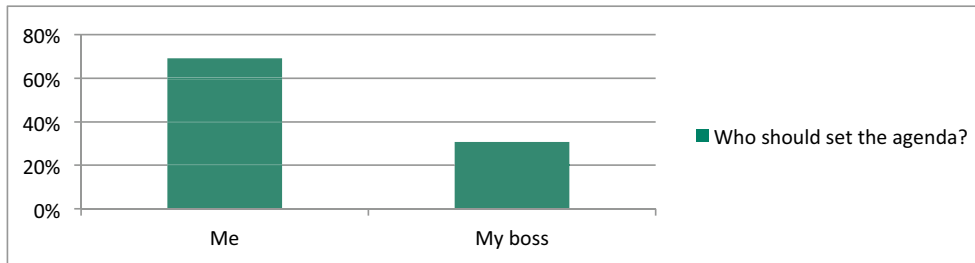
Figure 2: Length of meeting—desired versus actual



Responsibility for Setting the Agenda

When it came to setting the agenda for one-on-one meetings, the overwhelming majority of people wanted to take on the responsibility themselves.

Figure 3: Who should have responsibility for setting one-on-one agenda?



Desired Topics versus Actual Topics Discussed during One-on-One Meetings

Next the survey looked at what people want to talk about during their one-on-ones versus what they actually do talk about.

Several common topics usually discussed by managers and direct reports were identified: Goal Setting, Goal Review, Performance Feedback, Problem Solving, Soliciting Support, Problems with Colleagues, and Personal Issues. Respondents were asked to identify how often they would like to discuss these types of issues during their time with their manager and report on how much time they actually spent on these types of issues. Figures 5 through 11 show the results and key takeaways for each topic.

Figure 4: Goal Setting Conversations—desired versus actual

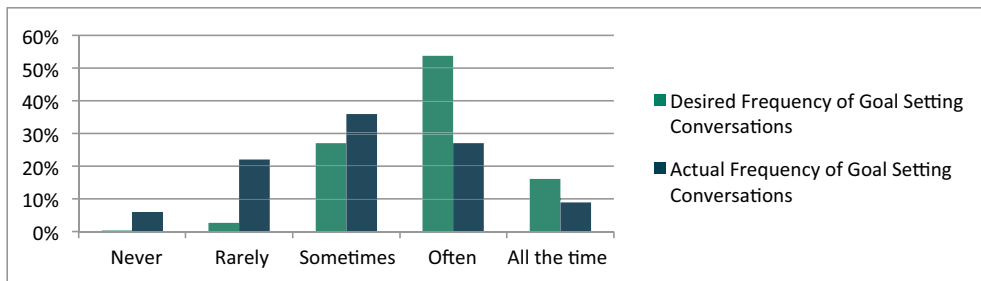
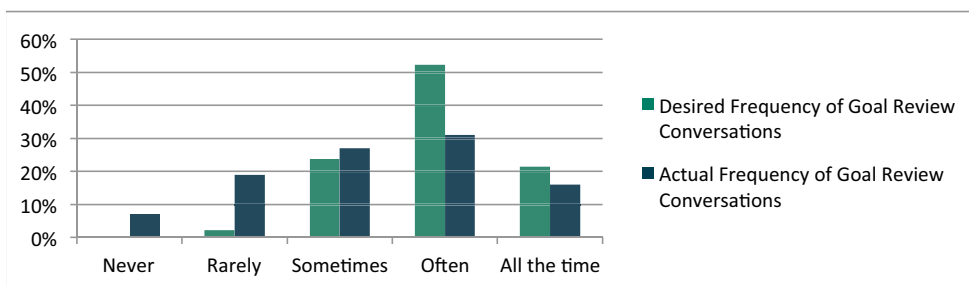


Figure 5: Goal Review Conversations—desired versus actual



Key Takeaways Figure 3

- 69% of people believe they should set the agenda.

Key Takeaways Figure 4

70% of people want to have Goal Setting conversations Often or All the Time, but only 36% actually do. (28% say they Rarely or Never discuss future goals and tasks.)

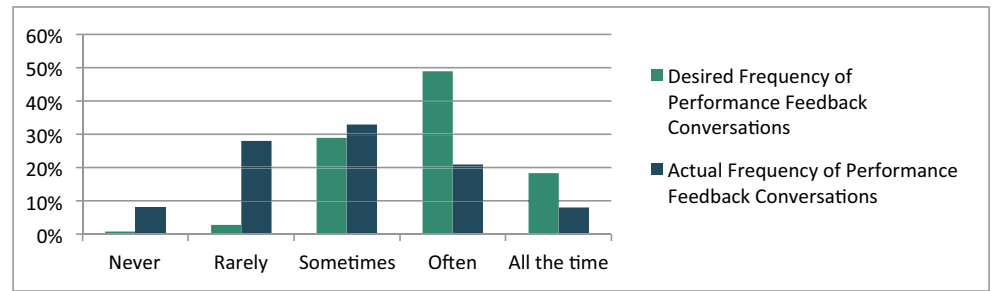
Key Takeaways Figure 5

- 73% of people want to have Goal Review conversations Often or All the Time, but only 47% actually do. (26% say they Rarely or Never discuss current goals and tasks.)

Key Takeaways Figure 6

- 67% of people want to have Performance Feedback conversations Often or All the Time, but only 29% actually do. (36% say they Rarely or Never receive Performance Feedback.)

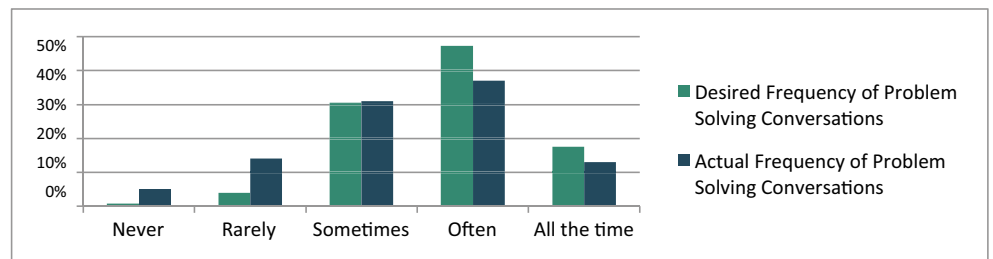
Figure 6: Performance Feedback Conversations—desired versus actual



Key Takeaways Figure 7

- 64% want to discuss Problem Solving Often or All the Time, while 50% actually do. (19% say they Rarely or Never do.)

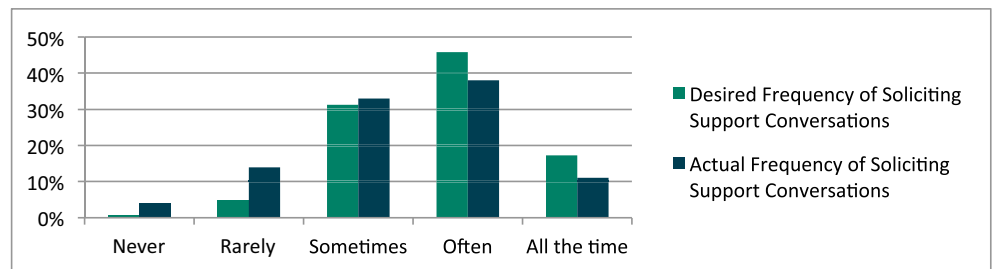
Figure 7: Problem Solving Conversations—desired versus actual



Key Takeaways Figure 8

- 63% would like to Solicit Support Often or All the Time from their boss on projects, but only 49% experience it. (18% say they Rarely or Never have Soliciting Support conversations.)

Figure 8: Soliciting Support Conversations—desired versus actual



Key Takeaways Figure 9

- 64% wish they could talk about Problems with Colleagues on an Often or All the Time basis, but only 8% actually do.

Figure 9: Problems with Colleagues Conversations—desired versus actual

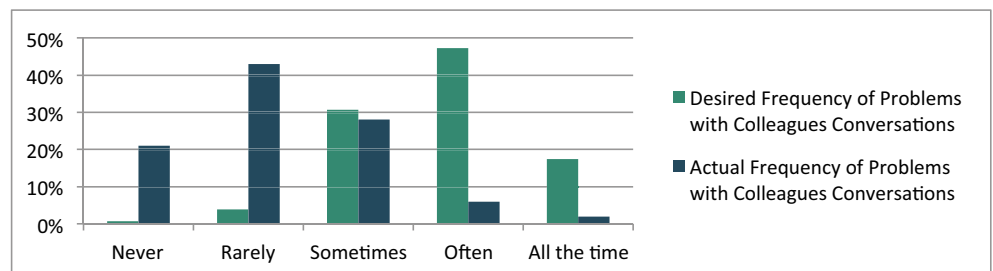
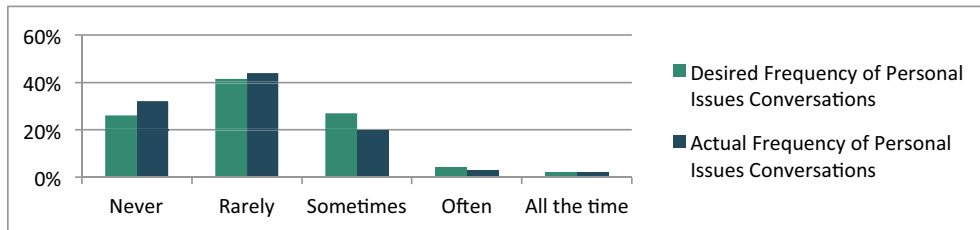


Figure 10: Personal Issues Conversations—desired versus actual



Key Takeaways Figure 10

- This is the one area where desired frequency and actual frequency match up for respondents. Only 5% of people want to discuss Personal Issues on an Often or All the Time basis and only 5% actually do. (68% don't desire to discuss personal issues and 76% don't discuss them.)

Additional Topics

In addition to the seven topics respondents could choose from in the survey, an open text option was available for participants to identify additional subjects they have discussed during one-on-ones with their supervisor. More than 30% of the respondents added other items. Summarizing the individual responses into larger themes identified four additional concepts worth noting.

1. **Strategy:** More than 50 different respondents identified brainstorming business opportunities, ideas to improve processes and tasks, plans for upcoming projects, and strategic planning to meet business goals as topics they have discussed with their manager.
2. **Updates:** A similar number of respondents identified general information updates as topics covered. Information sharing included latest performance indicators and updates on corporate strategy, objectives, culture, and leadership priorities.
3. **Issues:** Day-to-day operational issues, including those related to organization structure and business processes were mentioned third most often. Personnel, management styles, and communication gaps were all discussed. Budgeting, resources, and permission to proceed with tasks that require executive approval were also identified.
4. **Boss' agenda:** In the fourth most mentioned theme, respondents said they often found themselves discussing the needs of their boss instead of their own—for example, the boss' personal concerns, issues, and relationships in the organization.

Impact and implications for leaders

One-on-ones are an important way that leaders demonstrate that they care about employees. Spending time is a clear indication that an employee's work is important and that he or she is a valued member of the team. It's also a way for managers to make themselves available to help direct reports as needed.

In this survey, 89% of respondents identified that they would prefer to meet with their direct supervisor on at least a monthly basis, and 44% of the people polled indicated that they wanted to meet at least once per week.

Blanchard® is a global leader in leadership development, consulting, and coaching. For more than 40 years, Blanchard has partnered with organizations to maximize individual achievement and organizational performance – bringing measurable progress and true transformation. Blanchard’s SLII® is the global leadership model of choice, powering inspired leaders for more than 10,000 organizations worldwide. Blanchard also offers a suite of award-winning solutions through flexible delivery modalities to meet the specific needs of clients and learners.

A 10- to 16-point gap currently exists, according to the survey data, with only 73% of people actually meeting at least once a month and only 34% of people actually meeting at least once per week.

Managers need to make more time for their people

On six of seven specific issues related to performance management—Goal Setting, Goal Review, Performance Feedback, Problem Solving, Soliciting Support, and Problems with Colleagues—at least 63% of respondents say that they want to discuss these issues on an Often or All the Time basis, but only 47% to 50% of them get that chance.

For two of the most important performance management areas, Goal Setting and Performance Feedback, the actual number of people saying they talk Often or All the Time is only 36% and 29%, respectively. Even more concerning, 28% say they Rarely or Never have Goal Setting conversations with their manager, and 36% say they Rarely or Never have Performance Feedback conversations.

Make time today

Where you spend your time is a clear indication of what you value. Performance management literature is clear on the importance of setting goals, providing day-to-day coaching, and reviewing performance on a frequent basis.

Using this survey data as a starting point, organizations can begin to evaluate and encourage their managers to spend more time with their people. Most people want and need to have conversations with their immediate supervisors. It’s one of the foundations for strong, productive relationships that align people with the work of the organization in a satisfying and meaningful way. Smart organizations will get started today!

About the Researchers

Drea Zigarmi, EdD, is coauthor of *Leadership and The One Minute Manager*, *The Leader Within*, *Achieve Leadership Genius*, and *The Team Leader’s Idea-A-Day Guide*. Drea is the Director of Blanchard’s Employee Work Passion research team and co-developed The Employee Work Passion Assessment (EWPA). He has also coauthored numerous Blanchard® products, including the widely used SLII®, DISC, and Optimal Motivation™ programs. Drea received a bachelor’s degree in biology from Norwich University; a master’s degree in humanistic education; and a doctorate in education, administration, and organizational studies from the University of Massachusetts, Amherst.

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