



# **How to hold 121 meetings with your team members**

## How to make the most of the Leaders Lab guide ‘How to hold 121 meetings with your team members’:

We recommend holding regular one-to-one meetings (no less often than monthly) throughout the year in which you and your employee discuss two things:

- *what* the person’s goals and targets are, and his or her progress towards these
- *how* they are feeling, behaving, fitting in with the team and enjoying their work.

These meetings are *in addition to* any work-in-progress meetings that you may have every week and month with your team. They are your opportunity to work ‘on’ the business with your immediate reports, and to give them the gift of your time and attention, rather than just working ‘in’ the business alongside them.

Use this guide as a starting point for changing your approach to one-to-one meetings with your team members. Good luck!

For more information on this topic, contact the Leaders Lab team on 01865 881056 or email [info@leaderslab.co.uk](mailto:info@leaderslab.co.uk).

# 121 meetings with your team members

## The four essential principles

- **Time efficient** - This is a short, 30-to-40-minute meeting with a clear agenda, to discuss:
  - personal updates, if any, and
  - progress against performance objectives. It is *not* for work in progress.
- **Privacy** - The location is private and the information confidential.
- **Diary rules** - Block the time out, don't cancel, no interruptions.
- **Record** - Both parties always keep notes. The next step is written down. Review and completion times are agreed and in diaries.

## Frequency

- Minimum is a monthly meeting. Weekly / fortnightly for active performance improvement.

## The process - first time

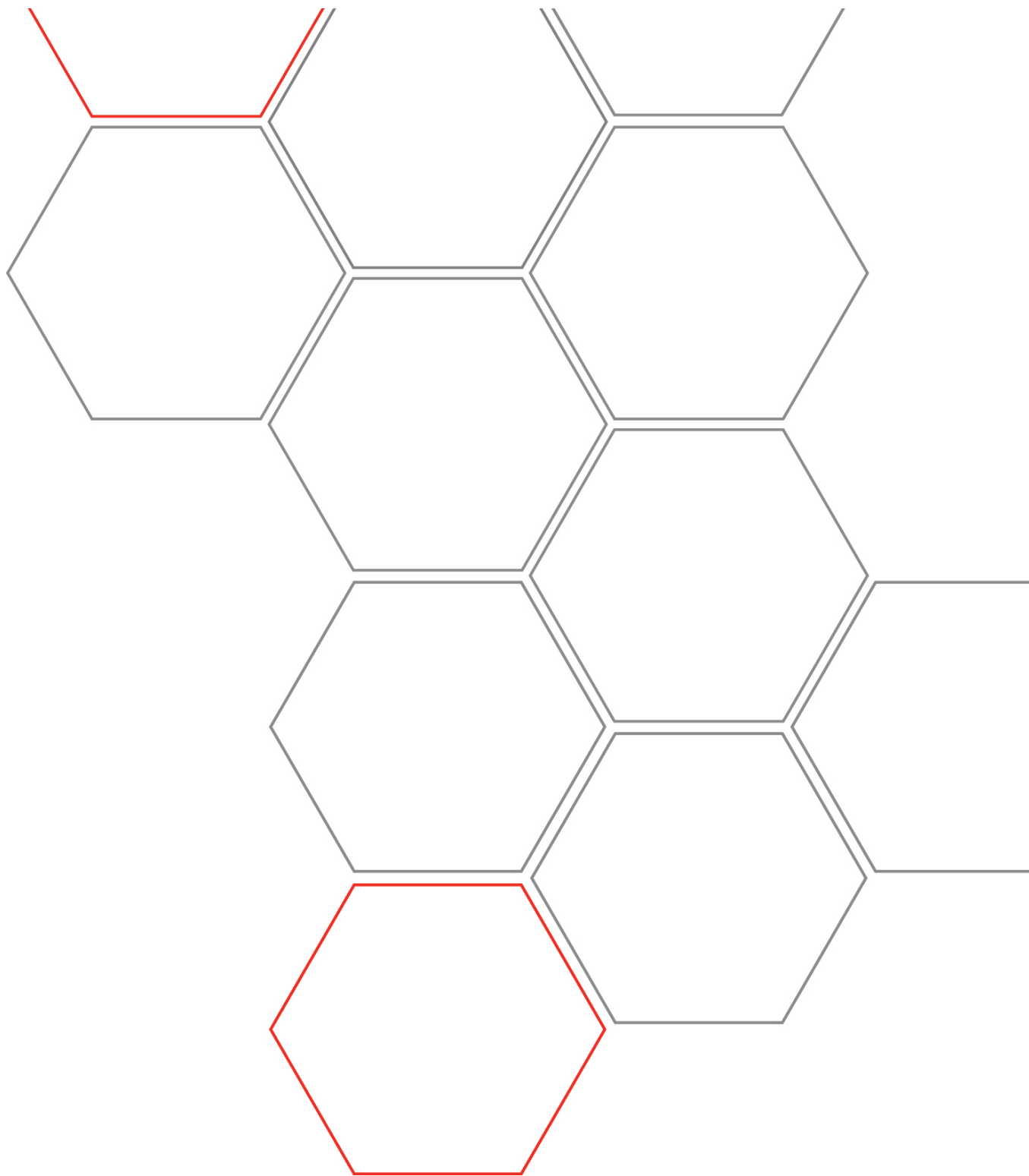
1. **Explain** why you are setting up regular 121s:
  - a. A regular check on their wellbeing in the job.
  - b. Help them raise their business performance / work on their technical skills.
  - c. Spend time with them to help move their career forward.
2. **Review** their current performance (against role accountabilities) and level of success:
  - a. Revisit role accountabilities.
  - b. Agree key measures between you.
  - c. Review performance against last period goals.
  - d. Agree next step goals.
  - e. Set SMART goals with them for each area of accountability.

## Use a coaching style

- Ask non-directive questions and let team member provide the answers.

## A typical 121 meeting record

1. How are they?
  - a. Could include personal news / health issues.
  - b. Anything else they want to tell / discuss with you.
2. Current performance in the role:
  - a. Good things you have seen: what they have done well.
  - b. Progress on goals / next steps from last 121.
  - c. New goals... Next steps...



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