

How to hold 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 a) personal updates, if any, and b) 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...

We hope you have found this material useful. If you have any questions on how to use it, we'd be happy to talk you through it.

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