



1:1 COACHING JOB BREAKDOWN SHEET

Purpose: The Job Breakdown Sheet is an Arizona Management System (AMS) guideline document to assist agencies with standard work (SW) preparation. SW is a documented version of the current one best way of performing a process. SW, when followed, allows improvement to be sustainable over time as each improvement becoming part of the latest version.

Scope: Minimum requirements for SW for agencies.

DOCUMENT VERSION CONTROL

| Version # | Revision Date | Edited By | Changelog |
|-----------|---------------|-------------------|---------------------------------|
| 1 | 1/5/2018 | Jeanine Inman-GTO | Formatting to new Final Version |
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SUPPORTING / RELATED DOCUMENTS:

| Document Name | Description |
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1:1 COACHING

| IMPORTANT STEPS | | KEY POINTS | | REASONS | |
|-----------------|---|---|---|---------|-------------------------------------|
| WHAT? | A logical segment of the process that advances the work | HOW? | Things in important steps that will make or break the process/ make the work easier | WHY? | List the reasons for the key points |
| 1 | SCHEDULE the 1:1 Meeting with direct reports following agency's Standard Work for 1:1 coaching. | <ul style="list-style-type: none"> All employees need to have regularly scheduled 1:1 meetings with their manager All 1:1 meetings should be documented in leader standard work | <ul style="list-style-type: none"> Ensure direct reports have 1:1s scheduled on a minimum 30 minutes monthly cadence and understand how their role ties into the agency's strategic plan Facilitate alignment on expectations and enable quick course corrections | | |
| 2 | PREPARE for 1:1 discussion | <ul style="list-style-type: none"> Both employee and the manager should prepare for the 1:1 discussion by reviewing the standard agenda and highlighting discussion points Both the employee and the manager should have written preparation for the meeting Active change management: leader should identify critical messages that require individual dialogue | <ul style="list-style-type: none"> Without effective preparation, the 1:1 will not result in the active development of team members and shared accountability for continuously improving performance and celebrating "wins" | | |
| 2 A | Follow up on commitments from previous 1:1 | <ul style="list-style-type: none"> Effective 1:1's should have next steps documented for employees and managers. Each 1:1 should revisit all prior commitments | <ul style="list-style-type: none"> Leaders should model accountability and follow up on previous commitments. Commitments are made by both employees and managers | | |
| 2 B | Discuss individual performance relative to metrics and goals | <ul style="list-style-type: none"> Discuss obstacles to meeting targets and goals Provide recognition for positive progress and contributions | <ul style="list-style-type: none"> The performance system should celebrate good performance and provide coaching around challenges **Don't forget to celebrate! Use the GROW Model when possible and applicable | | |



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| | | <ul style="list-style-type: none"> • Leader should use coaching skill for the purpose of developing talent versus exclusively “telling” | |
| 2 C | Discuss problem solving and continuous improvement effort | <ul style="list-style-type: none"> • Leaders should reinforce problem solving during 1:1’s • Provide any coaching and assistance required on active problem solving (don’t solve FOR the employee) • Solicit improvement ideas from team members who aren’t as vocal in team settings | <ul style="list-style-type: none"> • 1:1’s are an excellent opportunity to reinforce problem solving as an active aspect of Arizona Management System (AMS) • The GROW Model is a helpful approach to involve and reinforce employee ideas, problem solving and commitment to action |
| 2 D | Discuss organization and team dynamics | <ul style="list-style-type: none"> • Discuss the health of the team and provide coaching on effective team dynamics • Allow for employee-identified problems to surface | <ul style="list-style-type: none"> • Don’t allow challenges in team dynamics to linger – they result in regrettable attrition and cause waste • Reinforce positive team elements and promote behaviors of healthy teams |
| 2 E | Discuss employee development | <ul style="list-style-type: none"> • Each employee should have a documented development plan • Discuss next steps • Leaders should bring their leader standard work to 1:1’s to discuss | <ul style="list-style-type: none"> • Employee development is an intentional, active process and a key outcome of the entire AMS process. |
| 2 F | Open discussion for employee-driven topics | <ul style="list-style-type: none"> • Always allow the employee the chance to bring important topics to the 1:1 | <ul style="list-style-type: none"> • The 1:1 meeting is for the employee – it needs to cover topics that are important to them |
| 3 | FACILITATE the 1:1 Meeting | <ul style="list-style-type: none"> • Agenda items for discussion should include activities, behaviors, results and professional growth • Celebration of successes and opportunities for growth can also be discussed in this coaching meeting • Use the work that was prepared in step 2 with the topic areas identified (2A, 2B, 2C, 2D, 2E, 2F) | <ul style="list-style-type: none"> • It is the leader’s responsibility to facilitate the development of their direct reports • Regular coaching engages employee in their performance toward agency goals, and career development. The GROW coaching model facilitates the conversation |



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| 4 | DOCUMENT the meeting and REFLECT on the outcomes of the meeting | <ul style="list-style-type: none">• Creates agenda for the next meeting• Establishes new baseline of employee performance.• Captures discussion points, including countermeasures, key decisions, agreements and actions. | <ul style="list-style-type: none">• Serves as the agenda for the next meeting and provides call to action for leader and employee.• It avoids year end Performance Appraisal surprises |
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