

One-on-ones in hybrid teams: Stay close to every team member

Adaptive module

~20 min

In hybrid work, there are few places left for the relationship between managers and team members: messages scroll past, meetings focus on the whole team, and status updates on deliverables. Proximity bias adds to this: more attention goes to the people managers see in person. That is why this module sets up the one-on-one as a ritual built together: never canceled, going deep on four topics other meetings don't cover, and prepared by the team member as much as by the manager.

LEARNING OBJECTIVES

- 01 Protect the one-on-one: a regular meeting, separate from the project check-in, that you reschedule rather than cancel.
- 02 Go deep on four topics other meetings skip: career plans, early warning signs, giving each other feedback, and meaning.
- 03 Keep a listening ratio of 70/30 by replacing "How are you?" with specific opening questions.
- 04 Vary the format—video, audio while walking, in person—and involve the team member in the preparation.

WHO IT'S FOR

Managers who want a close, two-way relationship with each team member, on site or remote.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

You manage Hanna and Lee. Hanna is in the office four days a week, and you often have lunch together. Lee lives far away and comes in one day a month. Last month, you moved Lee's one-on-one twice. A committee meeting falls on Thursday, during both your one-on-ones. What do you do?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- The weekly one-on-one between manager and team member – inspired by Andy Grove (High Output Management, 1983)
- The 70/30 listening ratio – an active listening principle (Carl Rogers)
- The shared preparation template and the team member's shared responsibility – Afthonios approach
- Varying formats to counter video call fatigue (Jeremy Bailenson, Stanford)

SOURCES & REFERENCES

- Gallup – "How Effective Feedback Fuels Performance": among employees who received useful feedback in the past week, 80% say they are fully engaged, wherever they work
- Jeremy Bailenson, Stanford (Virtual Human Interaction Lab) – "Nonverbal Overload: ... the Causes of Zoom Fatigue" (Technology, Mind, and Behavior, 2021)
- Bloom, Han & Liang, Nature (2024) – trial on hybrid work, job satisfaction, and retention
- Mazmanian, Orlikowski & Yates (2013) – the paradox of autonomy and constant connectivity