MODULE OVERVIEW

Working with your manager: Three essential meetings

Adaptive module | ~20 min

The time managers and team members spend together has a big impact, and Gallup shows that regular meetings make people almost three times more engaged. Yet these exchanges often don't happen or are improvised. This isn't a scheduling issue but a relationship skill, and this module gives it a structure: three types of meetings with distinct roles, to be adapted to each context and prepared, an approach that team members can initiate and that benefits managers just as much.

LEARNING OBJECTIVES

01 Distinguish three types of time with your manager—quick check-in, weekly one-on-one, ad hoc conversation—and their roles.

02 Adapt the frequency and format of these meetings to the context: remotely, in person, or in the field.

03 Prepare each meeting with both your manager's priorities and your own in mind, and get straight to the point.

04 Explain how you work and understand how your manager works, for autonomy that suits each of you.

WHO IT'S FOR

Team members who want to make the most of time with their manager, and managers who want to make it productive.

- **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.

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

- Weekly one-on-one led by the team member – popularized by Andy Grove (High Output Management, 1983), promoted by Google re:Work and Microsoft
- Afthonios method: the "three types of conversation" with your manager (quick check-in, weekly one-on-one, ad hoc conversation)
- Daily check-in of 5 to 15 min – inspired by the agile daily stand-up (Scrum)
- Win-win principle – inspired by "Think Win-Win" (S. Covey, The 7 Habits of Highly Effective People, 1989)

SOURCES & REFERENCES

- Harvard Business Review (Perlow, Hadley & Eun, "Stop the Meeting Madness"): 71% of senior managers say meetings are unproductive and inefficient
- Gallup, State of the American Manager: employees whose manager holds regular meetings with them are almost three times as engaged
- Google, re:Work program (Project Oxygen): recommends regular one-on-ones with a shared agenda
- Microsoft, Workplace Analytics / Harvard Business Review, 2020: maintaining regular one-on-ones when working remotely

Module created by Afthonios.com.

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