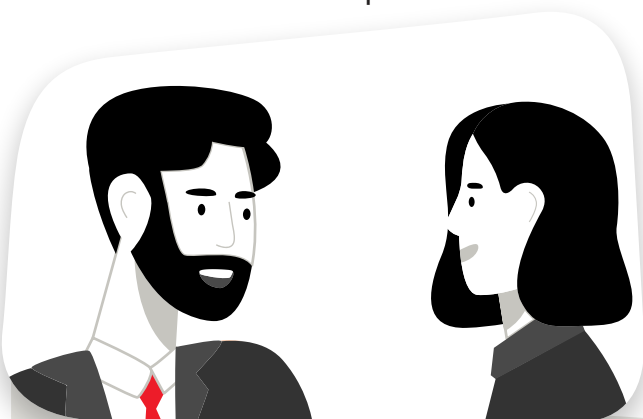


Conversations

The industry trend towards more regular, frequent performance check-ins means that managers need to be skilled in the art of conversation now more than ever. Based on the work of management consultant and author Terry Gillen, the Conversations series teaches managers and staff how to get the most out of their one-to-one catch-ups.



"Over 90% of employees want their manager to address performance mistakes or development opportunities in real-time when they happen."
Reflektive 2018

"95% of employees are dissatisfied with their company's appraisal process. What's more, 90% don't believe the process provides accurate information."
Society for Human Resource Management



ONE-TO-ONES

A 'one-to-one' is a regular, frequent, and informal review between managers and individual staff members. By reviewing performance over a shorter, more manageable period, the discussions are more **focused**, more **forward-looking**, and consequently have a **greater effect** on performance and job satisfaction than annual or six-month appraisals.

Studies have shown regular catch-ups to be far **more rewarding** than annual appraisals:

"Companies that set performance goals quarterly generate **31%** greater returns from their performance process than those who do it annually." *Josh Bersin*



"**68%** of employees who receive accurate and consistent feedback feel fulfilled in their jobs." *Clutch 2016*

"**89%** of HR leaders surveyed agree ongoing peer feedback and check-ins have a positive impact on their organizations." *SHRM*



FEEDBACK

Moving from annual appraisals to regular and frequent one-to-ones can require a culture change to the organisation and skill development for many managers to enable **meaningful conversations** with their staff.



"One in five employees is not confident their manager will provide regular, constructive feedback."
Quantum Workplace 2018

"Providing feedback to your people demonstrates that you're invested in their personal development, which keeps them more engaged and often, more productive."
Forbes

"**24%** of workers would consider leaving their jobs if they have managers that provide inadequate performance feedback"
Yoh 2018

Conversations

TALKING THROUGH CONFLICT

Regular conversations with staff helps to **avoid conflict** by discussing issues early, before they escalate. If it occurs, managers need to know how to deftly deal with both expected and unexpected conflict, controlling their fight or flight response.

"38% of employees in the UK experience interpersonal conflict at work in an average year"
CIPD 2015

"Conflict costs UK businesses an estimated £33 billion per year, taking up 20% of leadership time and potentially losing up to 370 million working days."
CBI

"Dealing with conflict at an early stage will **save time, money and stress later on, for both the employer and employees and will stop the situation developing into a full-blown dispute."**
ACAS

DEVELOPMENT DISCUSSIONS

People perform better in tasks relating to their development, and are more engaged, too. Because staff are motivated and engaged, they **stay longer, performing well**.



"70% the respondents indicated that job-related training and development opportunities influenced their decision to stay at their job." *Sinclair*

Career development was the most popular category of reasons employees left their jobs in a study by Work Institute, 2017.

"78% of employees said they would remain longer with their employer if they saw a career path within the current organization." *Mercer*