A photograph of the Golden Gate Bridge in San Francisco, California, taken during the "blue hour" of dusk. The bridge's iconic orange-red towers and suspension cables are silhouetted against a deep blue sky with soft, wispy clouds. The bridge spans across the water, with the city lights visible in the distance. The overall mood is serene and professional.

How to Run Great OKR-based 1on1s

A guide to engage and empower your employees to achieve their best

RESEARCH

DETECON
CONSULTING

HOW TO RUN GREAT OKR-BASED 1on1s

A guide to engage and empower your employees to achieve their best

“90 minutes of your time can enhance the quality of your subordinate’s work for 2 weeks, or for some 80+ hours”

– Andy Grove, former CEO & Co-Founder of Intel

BACKGROUND

OKRs revolve around the goals of the team and the organization. Everything related to goals in an organization is usually connected in some way or another to anxieties or pressures. These 1on1s are meant to relieve those anxieties. Leaders need to be mindful that team members may need more time and nurturing to get used to this increased transparency and accountability, and 1on1s are the mechanism in which to do so.

Let’s dive into what we recommend your 1on1s should look like, and best practices for running one.

PREPARATION

SCHEDULE THEM

Make sure that a set time in your calendar and your team member’s calendar has been set aside once a week to have a 1on1. This limits the ‘set and forget’ mentality. Enough time should also be set so that the team member feels heard. We recommend half an hour.

MAKE THE AGENDA COLLABORATIVE

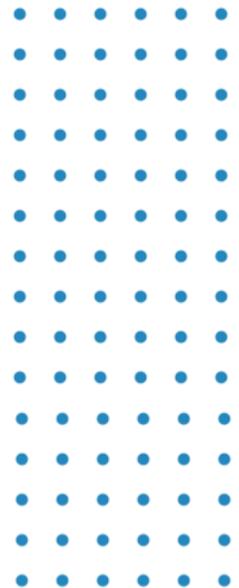
Make sure to ask the team member to contribute to the agenda to ensure that it is a 2-way conversation

UPDATE OKRS BEFORE THE 1ON1

For the OKRs you want to discuss prior to the 1on1, make sure they are updated so that you are looking at progress in real-time.

TAKE NOTES DURING THE WEEK

Make sure you take notes during the week in terms of what went well and what didn’t go well for that person. This gives you a good idea of how the person is tracking throughout the week, and whether they’re doing a good job. You could even celebrate a few great things that they did.



THE 1ON1

AGENDA

Introduction (10 mins)

- How's life? (10 mins)

The week that's been (5 mins)

- How was this week in terms of their:
 - o Performance
 - o Alignment
 - o Competence
 - o Engagement

Personal Development (5 mins)

- What didn't go so well this week?
- How can you improve that with actionable feedback?

OKRs (8 mins)

- Overview of progress towards OKRs
- Where I as your leader can relieve any blockers or anxieties

Summary of actionable takeaways (2 mins)

- Both personal development takeaways and OKR takeaways
 - o Example of a personal development takeaway: *Read this book on how to manage your time better*
 - o Example of an OKR takeaway: *I will get into contact with David from Marketing to give you access to that document.*
- Add these to the agenda for the next 1on1

PRINCIPLES

1 Be fully present, engaged and interested.

2 Practice active listening

3 Be a coach and not just a manager

4 No judgement

5 Act professionally

6 Feedback must be **positive, collaborative and actionable**

BENEFITS

Running effective 1on1s can lead to improvements across a variety of common issues:

- Poor communication
- Lack of feedback
- Career growth and development stalling
- Unclear purpose of work
- Lack of trust and confidence in their manager
- Bottled up frustrations
- Interpersonal and inter-team conflicts

"You spend so much time finding great people, it's worth it to help them grow to be the best they can be." – **Justin Rosenstein**, Co-founder of ASANA



Philipp Schett

Director of Strategy and Innovation

Philipp leads Detecon's global OKR practice with more than 20 experienced OKR consultants in America, Asia and Europe. As an expert in strategy execution, he and his team help leaders around the globe to fulfill their vision, align their organization around their strategic priorities and enable team members in every level of the organization to make entrepreneurial, autonomous decisions. Originally from Germany, he moved to San Francisco in 2014. He holds a M Sc. from Humboldt University Berlin and a Diploma in Economics from University of Kassel.

ABOUT DETECON

Detecon USA provides innovation, growth and digital technology advice to a range of clients from startups to global enterprises. Our core expertise includes growth advisory based on OKRs, innovation empowerment and connectivity services. We assist our clients to harness the latest technologies, agile frameworks and business models to drive step change performance improvements. Detecon Inc. is part of the Detecon Group.

The **Detecon Group** is a 1,100 person strong innovation-consulting powerhouse of Deutsche Telekom and T-Mobile and pioneer in digital strategy advisory. Detecon supports companies from all domains to adapt their business models and operational processes to the competitive conditions and customer requirements of the digitalized, globalized economy with state-of-the-art communication and information technology.

OKR ADVISORY

Detecon initially adopted OKRs as a way to drive better project outcomes in the innovation initiatives that Telekom and T-Mobile undertakes. Detecon also understood that to drive OKR success, we needed to select an OKR software platform.

From this experience, Detecon was approached by several of its existing external clients, which required OKR advice for their innovation initiatives, and Detecon founded its own OKRs practice, specifically dedicated to clients seeking to grow and transform their businesses.

We have now established Detecon's OKR Advisory Offerings in all of Detecon's global offices, where dedicated Detecon's Certified OKR Consultants regularly advise on OKR initiatives.

Our strength is particularly strong in rolling out OKR initiatives in global enterprises where they require global co-ordination of the rollout. However, we are able to develop solutions tailored for all organizations.

GET IN TOUCH



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