**Takes 2 to Tango: What Directs and Leaders can Do to Make 1:1s Truly Work**

Leveraging

Glad We Met: The Art and Science of 1:1 Meetings

**Steven G. Rogelberg**

Author of *The Surprising Science of Meetings*, #1 Leadership book to watch for

Washington Post

*“Steven Rogelberg knows more about how to improve meetings than anyone on earth”*

Adam Grant

As Profiled on [CBS This Morning](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Furldefense.proofpoint.com%2Fv2%2Furl%3Fu%3Dhttps-3A__www.cbsnews.com_video_how-2Dto-2Dmake-2Dworkplace-2Dmeetings-2Dmore-2Deffective-2Dand-2Dsuccessful_-3Ffbclid-3DIwAR1iuXfWhemtUHGm174fx6vZooZnkPaIs2FK2uj-2D7dNMRgN-2DqWLCO-5FIZlZU%26d%3DDwMFaQ%26c%3DnQOnw6HHAeKBNxj23OXhOw%26r%3DEO2ecLNTGCt4cz2QR32_DWk60vxB7HlopRj7jaKdP98%26m%3D70QY8ENJ8r7tTzw-60WN-ikKSthBqrCnEeXdb_dTvDE%26s%3DWc6TGGa8WplZYSv8IwaUJSG7sdTTjjd6rCSrdWO0LDY%26e%3D&data=01%7C01%7Cfrederik.anseel%40kcl.ac.uk%7C34db946f63be41b5614a08d6cefc5a74%7C8370cf1416f34c16b83c724071654356%7C0&sdata=LPXojXdOWPGS9uCPa%2Fpv0Cxl31klOhBRNc4wP0qp%2BSk%3D&reserved=0), CNN, MSNBC, and BBC World

Would it surprise you to know?

* Nearly half of 1:1s are rated as being suboptimal
* That managers believe their 1:1s went better than their direct reports
* That poorly conducted 1:1s can derail employee engagement, thriving, and inclusion
* That 1:1s are arguably the most important tool for building genuine connections and retaining employees. This is true especially in hybrid work environments
* That directs can engage in 5 particular behaviors that can serve to elevate the 1:1
* Apart from the potential to critically influence productivity, retention, alignment, relationship and development outcomes for directs, successful 1:1s can elevate manager success and allow them to re-capture valuable time
* There is a robust science to help us navigate key 1:1 decisions around cadence, agenda creation, the types of questions to ask, and what a leader and direct report needs to do assure a constructive and valuable experience.

There are approximately 200 million 1:1 meetings a day around the globe. Yet, the research clearly shows that 1) the effectiveness of these meetings is far from optimal; 2) that when managers self-rate their skills in conducting these meetings, it is inflated and does not align with their directs’ ratings and 3) that directs can, but often fail to, play a key role in assuring success. Hence, an incredible opportunity exists to fill the skills gap and maximize return of a tremendous time investment.

1:1s could be one of the most crucial meeting types for the success of team members, manager, teams, and organizations. The best managers recognize that 1:1s are not an add-on to their role as a manager—conducting 1:1s proficiently IS foundational to being a manager. Equally critical, the most successful employees recognize that they have the ability to shape the 1:1 to assure their work and personal needs are met. When a manager and direct report fully embrace this, the potential of 1:1s for transforming people and teams can be realized. Successful 1:1s positively affect day-to-day activities through discussion of productivity blockers, coordination, and alignment. And, they are also so much more. Namely, these meetings fundamentally influence a direct report’s experience at work, including how they engage and attach to their role, perceive the effectiveness of their manager as a leader, and envision their future at the organization. 1:1s also promote manager success. Specifically, effective 1:1s result in more focused, engaged, aligned, and successful team members. A managers’ success/performance hinges on the achievements of those they lead.

1:1s fill managers’ calendars, but meaningful guidance on how to conduct them effectively is quite sparse. The goal of this session is to encourage you to realize the full potential of every 1:1 meeting, without feeling like you are just wallowing in wasted meeting time. It highlights what managers and direct reports can do to assure success in these critical meetings.

Drawing from over 20 years of research and evidence I have collected from leaders, directs, and c-suite leaders in some of the most respected companies in the world, the topics covered in this session include:

* Why effective 1:1s are critical to your success and the success of your team – contrasting with ad hoc meeting approaches
* Keys to success and 10 common mistakes to avoid from both the manager and direct report perspective.
* Messaging and positioning 1:1s for maximum value
* Finding the correct 1:1 cadence and meeting length to maximize positive impact without over-meeting
* Managing the intricate balance of productivity-building, relationship-building, and employee development
* Designing 1:1s with intentionality, from where to conduct the meeting (e.g., virtual) to building agendas to optimize effectiveness
* How to evaluate if your 1:1s are actually working as hoped.

Importantly, while this session focuses on the manager/direct report 1:1, learnings are also highly relevant to 1:1s with peers, customers, and skip-levels.

**Reviews of Session and Content**

*Glad We Met is an incredibly exciting and rare work that sheds a bright light on a critical work activity too often taken for granted  -- the 1:1 Meeting.  Its evidence-based insights are highly compelling and can be leveraged to truly change the work lives of your team and by doing so promote success for you and your organization.*

Robert Pasin, CEO, Radio Flyer

*Rogelberg does an incredible job making the case that the 1:1 meeting should not be taken for granted by leaders. He provides highly compelling evidence-based insights designed to made 1:1s  highly effective and positively impactful for all parties.*

Dave Burwick, CEO, The Boston Beer Company/Sam Adams/ Angry Orchard

*My introduction to Steven was catalyzing.  He packed practical, science-based wisdom into an engaging 1-hour keynote based on his excellent book, Glad We Met.  Through Steven, we’ve taught my company, and now our clients, that your success in a 1:1 is equal to your success as a leader.  1:1’s are the stage upon which you solve your complex work problems as well as where you set your leadership brand, and create a psychologically safe environment to connect, coach, develop, retain talent, and combat burnout.*

Tacy M. Byham, Ph.D., CEO, DDI. co-author of ‘Your First Leadership Job’

*Glad We Met is a game changer for leaders of all levels.  It casts a bright light on the importance of the 1:1 meeting and how these meetings impact both individuals and the overall team*

Robin Cohen, PhD,  Head of Talent Management Pharmaceuticals and Enterprise R&D. Johnson and Johnson

*GLAD WE MET: THE ART AND SCIENCE OF 1:1 MEETINGS might be the most powerful way to build trust and inspire individual performance and engagement, yet arguably is the least developed tool in a People Leader’s toolkit. Dr. Rogelberg does a masterful job of conveying the art and science of 1:1 meetings and equipping managers with a simple, pragmatic and actionable playbook that they can implement immediately.*

Josh Greenwald, SVP, CHRO TIAA Retirement Solutions

*Steven’s presentations bring science, practice, and the art of audience engagement all together in the same package.  As I served as a facilitator for large conferences for many years, in-person and virtual, Steven brings a refreshing combination of tremendous energy and insightful question-asking that provides audiences with ideas and actions to try new ways of working. His content on 1:1 meetings is incredibly unique, groundbreaking, and tremendously important to leaders of all levels. This session can inspire new paths and actions that can greatly elevate employee experience and leader success.  Can't recommend him enough!*

David Dye, Program Director, Conference Board.

*Glad We Met can fundamentally change and improve lives at work. It brings a rich, robust, and surprising science to bear on a critical leadership activity -- the 1:1 Meeting.*

Matt Mochary, CEO Coach, CEO of Mochary Method Inc. and author of the best-seller The Great CEO Within: The Tactical Guide to Company Building

*“I learned so much from Glad We Met! One-on-one meetings will never go out of style because they are the bedrock of relationships, and I’m so glad Steven Rogelberg has compiled this authoritative guide to how to do them best!”*

Angela Duckworth, PhD Rosa Lee and Egbert Chang Professor at the University of Pennsylvania and author of #1 New York Times best seller, Grit: The Power of Passion and Perseverance,

*Based on extensive research, Steven Rogelberg discusses incredibly well why effective 1:1 meetings lead to improved personnel performance and happiness, and are critical to business success.*

Elizabeth F. Churchill, PhD, Senior Director, Google

*The world’s leading scholar of meetings unpacks the most important meeting of all — direct conversations between managers and team members. Rooted in deep research and replete with actionable takeaways, this book will transform how — and why — you conduct these essential encounters. GLAD WE MET is an urgent read for anyone trying to find their footing on the modern workplace’s new terrain.*

Daniel H. Pink, #1 New York Times bestselling author of TO SELL IS HUMAN and DRIVE

*1:1s can make or break your team, your culture, and your company. In this must-read guide for managers, Dr. Rogelberg explains the evidence-based simple steps you can take to make sure every 1:1 makes you and your team better.*

Laszlo Bock, former CHRO of Google and founder of Humu and Gretel.ai

*“Steven Rogelberg knows more about how to improve meetings than anyone on earth. If you’ve ever lamented that a meeting could’ve been an email, this book is filled with data and practical advice for making the time we spend together less miserable and more worthwhile.”*

 Adam Grant, Ph.D., #1 *New York Times*bestselling author of THINK AGAIN and HIDDEN POTENTIAL, and host of the TED podcast WorkLife

*This highly compelling book provides a very practical and research driven blueprint for how to go about achieving effective 1:1s.  And guess what - that value is in the eyes of the recipient (was it valuable and fulfilling) not those of the manager.  Managers are there to support and to help their directs be at their best.  A great read for anyone wanting to know how to best engage with those they work with, and by doing so, reach new heights as a manager..*  
Matthew Saxon Chief People Officer Zoom Video Communications

*Steven Rogelberg is one of the most important leadership thinkers writing today. This book is insightful and compelling. Rogelberg reveals how the real work in leadership is done in conversations— sense checking, creating engagement, and building trust.*

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**Biography**

Dr. Steven G. Rogelberg, an organizational psychologist, holds the title of Chancellor’s Professor at UNC Charlotte for distinguished national, international and interdisciplinary contributions.  He is an award-winning teacher and recipient of the very prestigious Humboldt Award for his research on meetings. Adam Grant has called Steven the “worlds leading expert on how to fix meetings”.

Dr. Rogelberg’s previous book, [*The Surprising Science of Meetings: How You Can Lead Your Team to Peak Performance*](https://www.amazon.com/Surprising-Science-Meetings-Lead-Performance/dp/0190689218/ref=tmm_hrd_swatch_0?_encoding=UTF8&qid=&sr=)(Oxford) has been on over 25 “best of” lists including being recognized by the Washington Post as the #1 leadership book to watch for, His forthcoming book, [Glad We Met: The Art and Science of 1:1 Meetings](https://www.amazon.com/Glad-Met-Art-Science-Meetings/dp/0197641873) comes out in January and is already receiving tremendous praise, for example Dan Pink writes: *The world’s leading scholar of meetings unpacks the most important meeting of all — direct conversations between managers and team members. Rooted in deep research and replete with actionable takeaways, this book will transform how — and why — you conduct these essential encounters. GLAD WE MET is an urgent read for anyone trying to find their footing on the modern workplace’s new terrain.*

Rogelberg has been interviewed or featured on major TV broadcasts (e.g. [CBS This Morning](https://www.cbsnews.com/video/how-to-make-workplace-meetings-more-effective-and-successful/?fbclid=IwAR1iuXfWhemtUHGm174fx6vZooZnkPaIs2FK2uj-7dNMRgN-qWLCO_IZlZU), multiple times on [CNN](https://www.youtube.com/watch?v=lX5OZL3rEDc), BBC World), radio (e.g., NPR’s Morning Edition), leading podcasts (e.g., Freakonomics, HBR IdeaCast; Dan Pink, Bloomberg News), and in most major newspapers and magazines (e.g., WSJ, Bloomberg, NY Times, London Guardian, New York Magazine, and National Geographic magazine).

Rogelberg’s keynotes on meetings span the globe and occur at the world’s leading organizations including but not limited to Google, Facebook, Amazon, Pfizer, Cisco, Bank of America, PayPal, Dell, The United Nations, 3M, RAND, The Security Exchange Commission, Corning, Siemens, London Stock Exchange, TIAA, and Warner Brothers.

Rogelberg was invited and testified to the US Congress (2022) on the topic of being successful and engaging others in very difficult working environments – using organizational psychology to elevate members of congress, their staffs, and the institution.

Invited and named to the Marshall Goldsmith 100 Coaches Group, “100 Coaches Community brings together the world’s premier leadership thinkers” to seek ways to advance positive impact and give back to society.

Dr. Rogelberg has run three consulting centers, engaged with many Fortune 500 companies, and served on multiple advisory boards.  He founded and currently directs two large outreach initiatives, spanning 8 universities, focusing on nonprofit organization effectiveness. Over 5000 nonprofits have been served.

He was the inaugural winner of the Society for Industrial and Organizational Psychology (SIOP) Humanitarian Award and just finished his term as President of SIOP, the largest professional organizational in the world for I-O psychology.

He has been a visiting scholar and guest speaker at universities around the world including: Freie Universität Berlin (Germany), BI Norwegian Business School (Norway), Peking University (China), University of Edinburgh (Scotland), Reykjavik  University (Iceland), Hong Kong Baptist University, The University of Sheffield (England), The University of Zurich (Switzerland), The University of Tel Aviv (Israel), Technion University (Israel), Concordia University (Canada), the University of Mannheim (Germany) and Catholic University of Louvain (Belgium).

Before completing his Ph.D. in Industrial/Organizational Psychology at the University of Connecticut in 1994, he received his undergraduate B.Sc. degree from Tufts University in 1989.

Please visit [Stevenrogelberg.com](http://stevenrogelberg.com/) for more information.