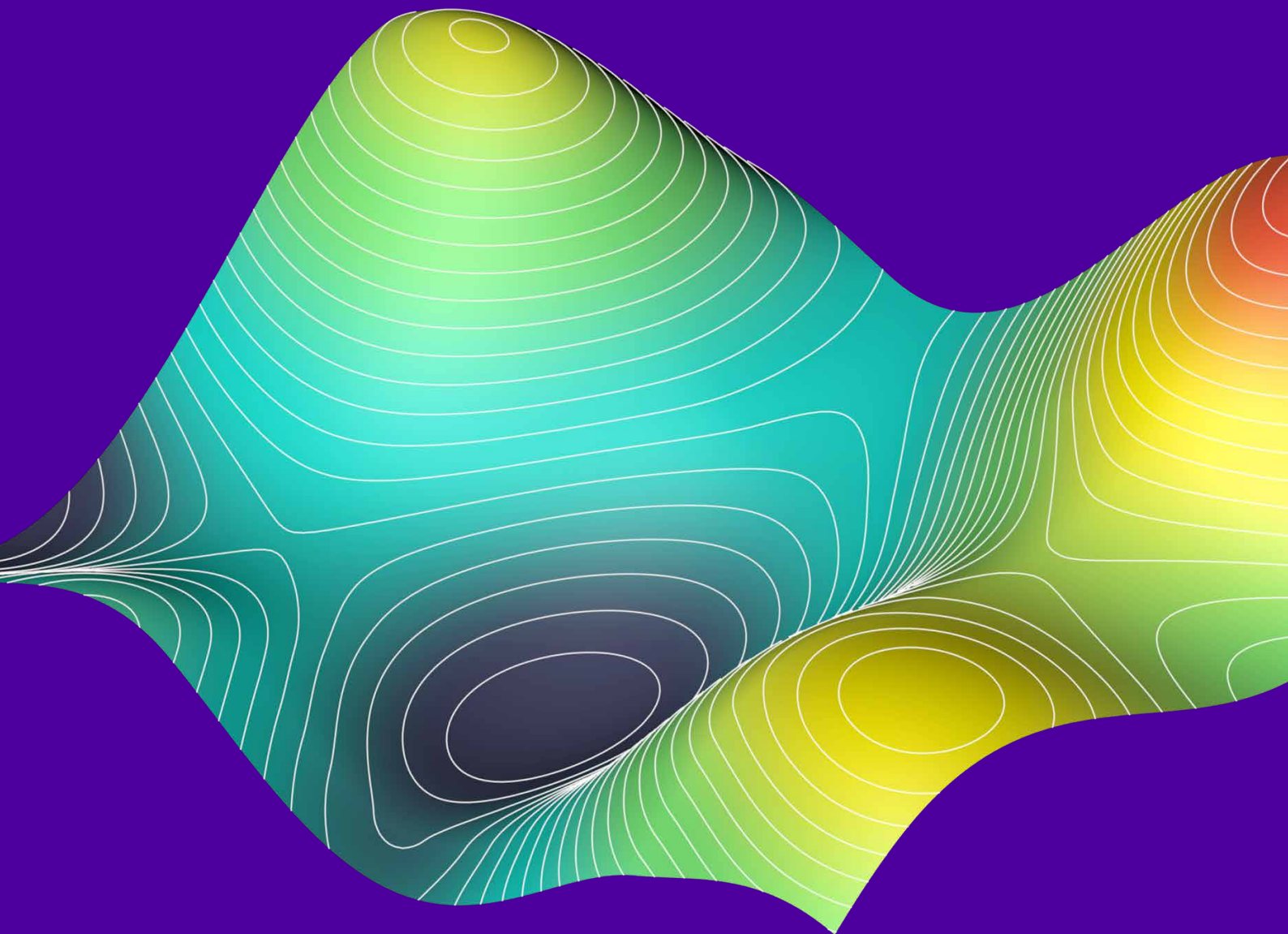


Oh no, not another Leadership Training!

How can you efficiently target and develop managers' leadership skills?
Data reveals retention, engagement and performance directly
correlates to 1:1 meetings





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TopTech was the perfect company, the one where everyone dreams of working. They were fast growth, high profit. After only six years of operation, TopTech expanded to 3,500 employees, with four offices across four continents. But there was a glitch. High salaries, flex hours, free yoga classes, and the cafeteria's all-you-can-eat seafood buffet weren't cutting it. There was something very wrong at TopTech. But what was it?

The Challenge

- ❗ Surveys revealed that almost one third of TopTechers were “dissatisfied with the overall employee experience.” Common bi-annual survey comments included “insufficient manager support” and “I hardly ever see my manager.”
- ❗ Voluntary staff turnover was more than 20 percent after only one year of employment.
- ❗ One fifth of employees were getting the lowest ratings, 1's and 2's on a 5-point scale, in their annual appraisals.

Employee satisfaction and appraisal numbers had declined over the last two years, even as the company threw increasing energy into “happy” workplace programs. After a brainstorming session, senior management had an epiphany.



TopTech hypothesized that its managers' leadership skills were the main source of its engagement and retention problems. “I think we need more leadership workshops since we grew so fast,” the CEO observed.



Oh no, not another Leadership Training!

But TopTech already provided managers with countless workshops from “Communication for Dummies” to “How to lead like Napoleon.”

“What we really need is a leadership audit,” said the weary vice president of human resources.

But the CEO was skeptical. He’d heard about this new “delaying matrix management” course where leaders run around peeling off clothes while whispering commands.

“Not this time,” the HR executive insisted. “Either we try a more targeted approach, or we could have the worst retention in the industry.”

And at that moment of reckoning, the CEO surrendered to human resources, who believed that data, not drama, would solve their leadership woes.



That’s where Time is Ltd. stepped in. We suggested that TopTech take a close look at data that defines the employee-manager relationship.



Goal: Find out what metrics had the most significant correlation to engagement, performance, and retention including:

- **Micromanagement**
- **Superior Driven overtime:**
- **Team meeting frequency**
- **Frequency, length and quality of 1:1 meetings**



Key Finding: There was a distinct correlation between the time managers spent with their direct reports in 1:1s to the subordinates' performance, retention, and engagement. The strongest correlation was between 1:1 meetings and engagement.

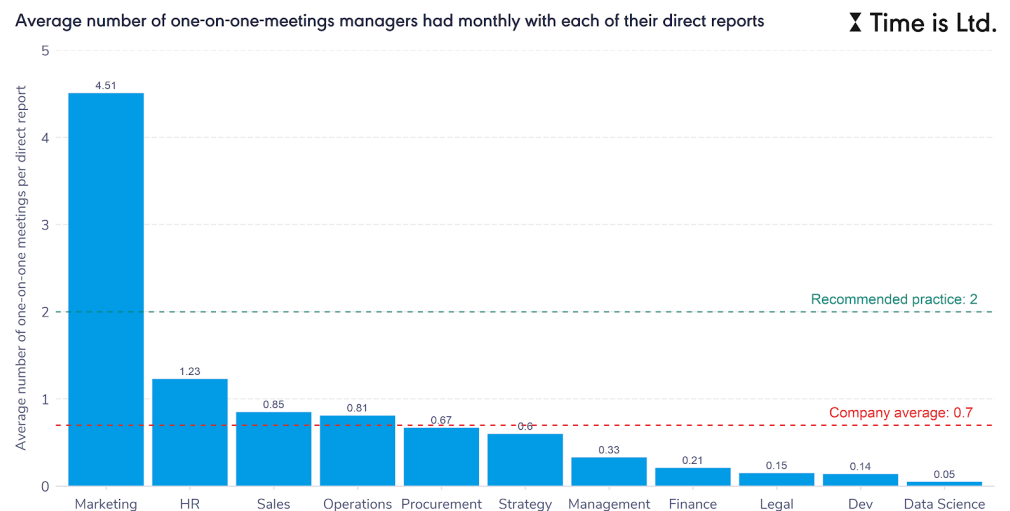
The Time is Ltd. Analysis

We requested the company's communication data, including team meetings, 1:1 meetings, emails, instant messaging, and video calls. We anonymized and aggregated this data.

We correlated communication data with employee surveys, retention data, and performance evaluations.

Data Discoveries

- 500 people with direct reports.
- Team size varied from 2 to 30.
- The average number of 1:1 meetings managers had monthly with each direct report was 0.7. The median time managers spent with direct reports each month was 18 minutes.
- The benchmark for effective management is a minimum of two meetings a month, each at a minimum of 30 minutes.
- There was significant variability in the frequency and length of managerial 1:1 meetings among managers. For 1:1 meetings, frequency ranged from 0 to 6 and duration ranged from 0 to 134 minutes.





There was great variation across departments concerning the number of one-to-one meetings.

- There was a clear relationship between frequency of managerial 1:1 meetings and employee engagement, retention, and performance: When managers spent at least 20 minutes of one-on-one time per week with each direct report, those employees were:



27%

more engaged according to the employee survey



19%

less likely to leave the company



14%

higher in their performance reviews

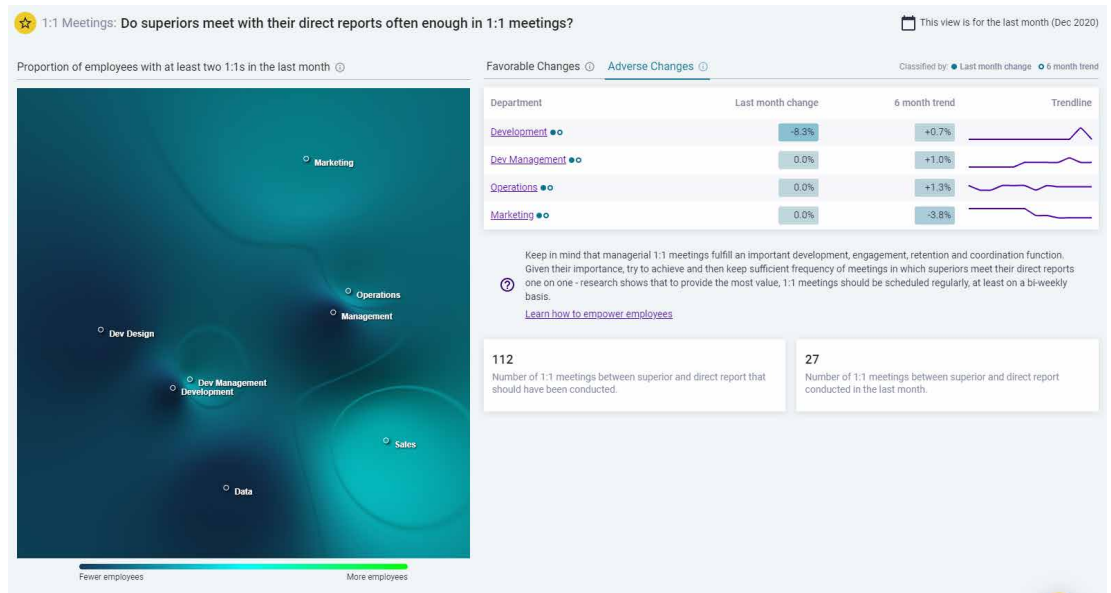
Why are 1:1 meetings so important? [It is not about sitting having aimless discussions over coffee, it's about bringing what is important to the table.](#) Fostering motivation through personal connection is key.

After reviewing Time is Ltd.'s insights, senior leadership was now clear that managers' poor leadership was a direct source of employee dissatisfaction.

TopTech Response: Boost the 1:1 metric

Based on Time is Ltd.'s finding, TopTech instituted several changes.

- The C-Suite made their calendars available so that employees could see leaders were holding more frequent 1:1s. All managers were encouraged to do the same.
- There was a CEO-led information campaign that encouraged employees to ask their direct managers for regular 1:1s.
- At monthly town halls the CEO said 1:1 meetings were vital to TopTech. He told stories of how he had risen to the top because of the feedback he received at such meetings.
- TopTech provided targeted manager training on the significance of feedback.
- Meeting the benchmarks for 1:1 meetings became part of the managers' KPIs.
- Employees were regularly polled on the quality and quantity of manager feedback.
- Based on Time is Ltd. insights, managers were instructed on the essentials for a quality 1:1 meeting: Employees should steer the meeting agenda; the agenda should be set at least three days in advance; managers should avoid rescheduling the meeting, and long-term goals should be addressed. (These are metrics Time is Ltd. continued to track to ensure that 1:1s were effective).



Above is an example of a 1:1 meeting report provided to TopTech human resources on the Time is Ltd. platform. Human resources can use the platform to track how teams are doing with 1:1 meeting metrics and receive alerts about positive or negative changes. The report can be shared with the managers individually so that they can track their performance.

The Big Reveal

Results of intervention

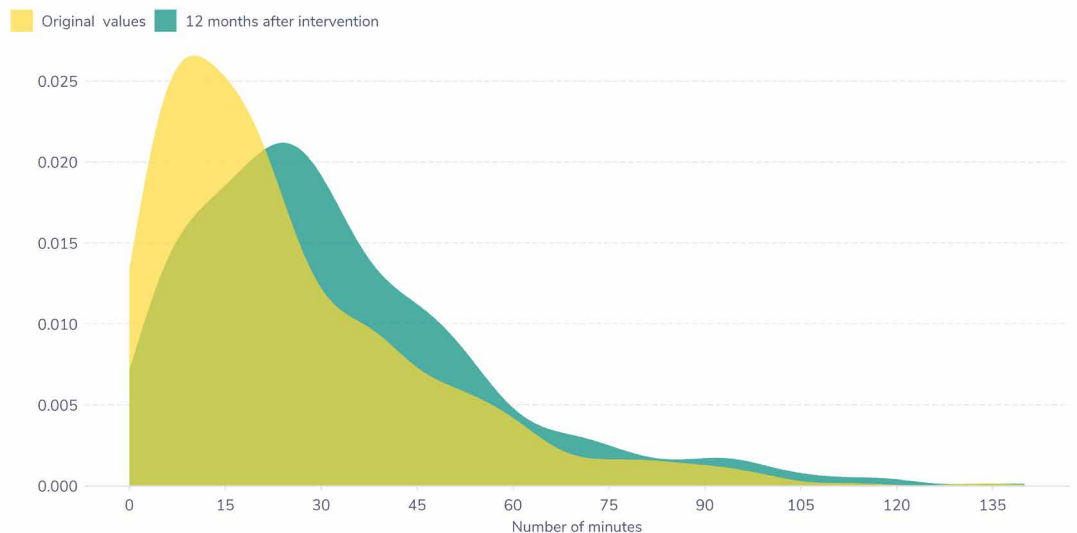
Goal 1: Improve managers' attitude towards 1:1 meetings

Goal 2: Track the impact of a 1:1 meeting intervention on

- managers' behavior
- employee engagement
- employee retention
- employee performance

Monthly number of minutes managers typically spent with each of their direct reports

Time is Ltd.

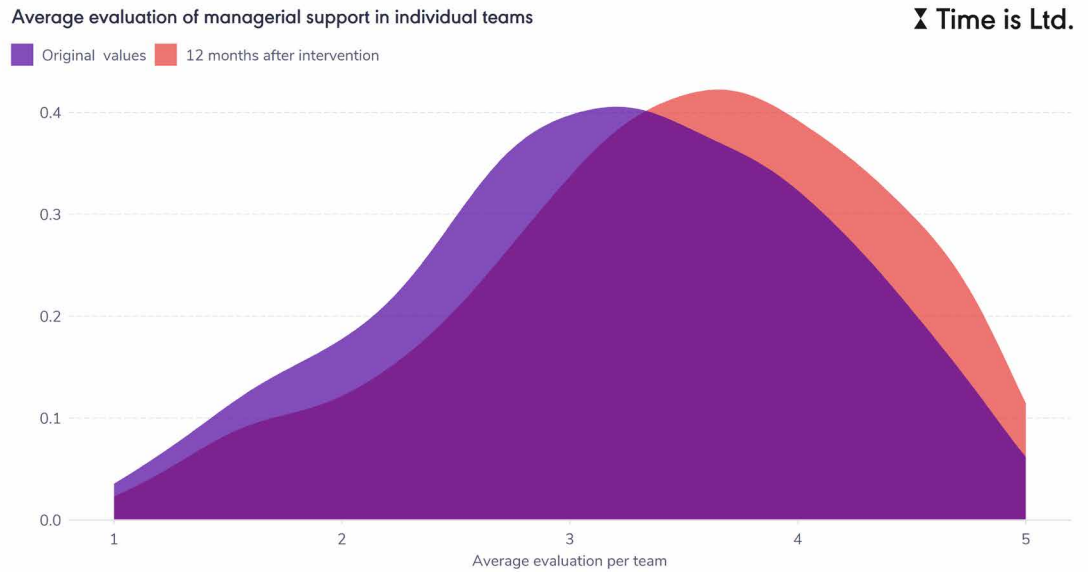


Changes instituted by TopTech paid off. The median monthly minutes managers spent with direct reports in 1:1s rose from 18 to 27 minutes.



Key Change

After 12 months we found that each extra 10 minutes TopTech managers spent in 1:1's above their pre-intervention baseline raised the overall level of employee engagement. Employee turnover declined 18 percent and employee satisfaction rates in surveys grew 14 percent.



Employee surveys showed a 10 percent increase in positive evaluations of managerial support following the boost in 1:1 meetings.

Follow-Up

TopTech realized that its strong growth required continued measurement of its leadership metrics. They emphasized the importance of 1:1s during employee onboarding. They used Time is Ltd. to track meeting follow-ups in various platforms including a performance management system. TopTech's ratings on job boards like Glass Door soared. The company was on its way towards earning a reputation for a company culture that prized mentorship and career development.

TopTech also took significant steps towards helping managers interact more positively with their direct reports. Managers went through role play training for team meetings, and learned to work with different personalities and cultures. But without the metrics to begin a 1:1 revolution, the CEO admitted that no amount of courses or cheerleading would have altered the downwards spiral of employee morale.



**Efficiently target and develop leadership skills.
Do you want to continue the dialogue? Reach out.**

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