

# Why 1-on-1 Meetings are Essential for Managerial Success

Understanding the significance of psychological safety in the workplace prompts the question: How can managers cultivate or enhance it within their teams? One effective approach is through the consistent implementation of 1-on-1 meetings with employees.



## Building Trust as the Foundation:

Trust, as emphasized by Patrick Lencioni in "Five Dysfunctions of a Team," forms the bedrock of psychological safety within teams. Without it, teams encounter challenges and dysfunctions they struggle to overcome. Issues remain unaddressed in an environment lacking trust, leading to hidden tensions and a facade of harmony.

In contrast, trust fosters openness, enabling team members to discuss concerns and vulnerabilities without fear of reprisal. Great managers embrace transparency, openly admitting mistakes and vulnerabilities and fostering an environment conducive to genuine teamwork.

## Fostering Trust through Recurring 1-on-1 Meetings:

Managers must demonstrate vulnerability and openness with their team members to cultivate trust. Establishing an environment where feedback flows freely is crucial. Recurring 1-on-1 meetings serve as a platform for this vulnerability to manifest.

Initiating openness and vulnerability sets the tone for trust-building. While initially challenging, building trust with individual team members gradually lays a strong foundation for broader team cohesion. Managers gain insight into personal lives through these meetings, forming authentic connections that underpin trust.

As trust solidifies, managers can address issues proactively, demonstrate care, and pose pertinent questions during 1-on-1 meetings. Although uncomfortable at times, these interactions contribute to trust-building and yield optimal results in the workplace.

#### The Imperative of Trust in Today's Workplace:

In today's dynamic workplace, employee engagement is paramount. Unlike the industrial era, contemporary workplaces demand creativity, innovation, and active employee engagement. Building trust emerges as a prerequisite for fostering this engagement.

Companies witness a significant return on investment from trust within the workplace. Conversely, lacking trust leads to disengagement, resulting in substantial productivity losses. Disengaged employees hinder productivity and contribute to high turnover rates, incurring additional costs associated with recruitment and training.

Effective managers play a pivotal role in shaping employee engagement. Studies show that employees who perceive their managers as open and approachable are more engaged. However, despite the prevalence of 1-on-1 meetings in some companies, their effectiveness often falls short due to misconceptions surrounding their purpose.

By recognizing the vital role of trust and leveraging 1-on-1 meetings as a platform for its cultivation, managers can foster an environment of psychological safety, driving employee engagement and organizational success.