

Manager Operating System

TRN Webinar Series (Part 2).

Running Better 1:1s, Team Meetings and Pipeline Reviews





Meet **Mike** **Bates**



Founder, Vector People Consultants



Business Psychologist



Ex-British Army Infantry Reconnaissance



Helping leaders and teams work better together.



www.vectorpeopleconsultants.com

Reflection & Check-in

1. Why routine matters to performance
2. Prime time, when are you at your best?
3. Deep Work – Creating space for what actually matters
4. Why follow-through often fails

The Manager's Meeting Operating System

PURPOSE

Why are we meeting?

What must be different by the end?

PREPARE

What needs to happen beforehand?

What information or thinking is needed?

PARTICIPATE

How will people contribute?

Who needs to discuss, challenge or decide?

PROGRESS

What happens next?

Who will do what, and by when?



Manager and Employee 1:1s



The 1:1 belongs to the employee as well as the manager



Separate performance, development and wellbeing



Finish with clarity regarding accountability and requirements

Simple 1:1 structure

- **Check in:** How are things?
- **Look back:** What has progressed since last time?
- **Look ahead:** What is coming up?
- **Explore:** What is getting in the way?
- **Support:** What do you need from me?
- **Commit:** What will happen next?

“What is the most important thing we need to discuss today?”



In Breakout Room (5 mins)

Scenario

You have inherited a weekly team meeting that lasts 60 minutes.

People provide lengthy updates, few decisions are made, and actions are rarely reviewed.

Using Purpose, Prepare, Participate and Progress, redesign the meeting.

Think about:

- What should the purpose of the meeting be?
- What should happen before the meeting?
- How will people participate?
- How will actions and decisions be captured?

ELMO

A simple, permission-based way to keep meetings focused and on time

ELMO can be used when:

- The point has been made
- The discussion is becoming repetitive
- The conversation is moving away from the agenda
- Further debate is unlikely to change the decision
- The level of detail is no longer useful to everyone



Pipeline Reviews

Pipeline reviews should focus on:

1. What has changed?
2. Where are we stuck?
3. What requires a decision?
4. What is the next meaningful action?

You can introduce a simple traffic-light system:

Green: progressing, no discussion needed

Amber: support, challenge or decision required

Red: blocked or at significant risk



Pause. Reflect. Apply.

Take one minute to think about the following...

What is the one thing you will take back into your world of work that could make the biggest difference?



Connect with Mike

Let's connect and **create impact** together.



Scan to
connect



www.vectorpeopleconsultants.com