

MEET

LEADING AN EFFECTIVE

1-1 MEETING

How to connect with your team through 1-1s

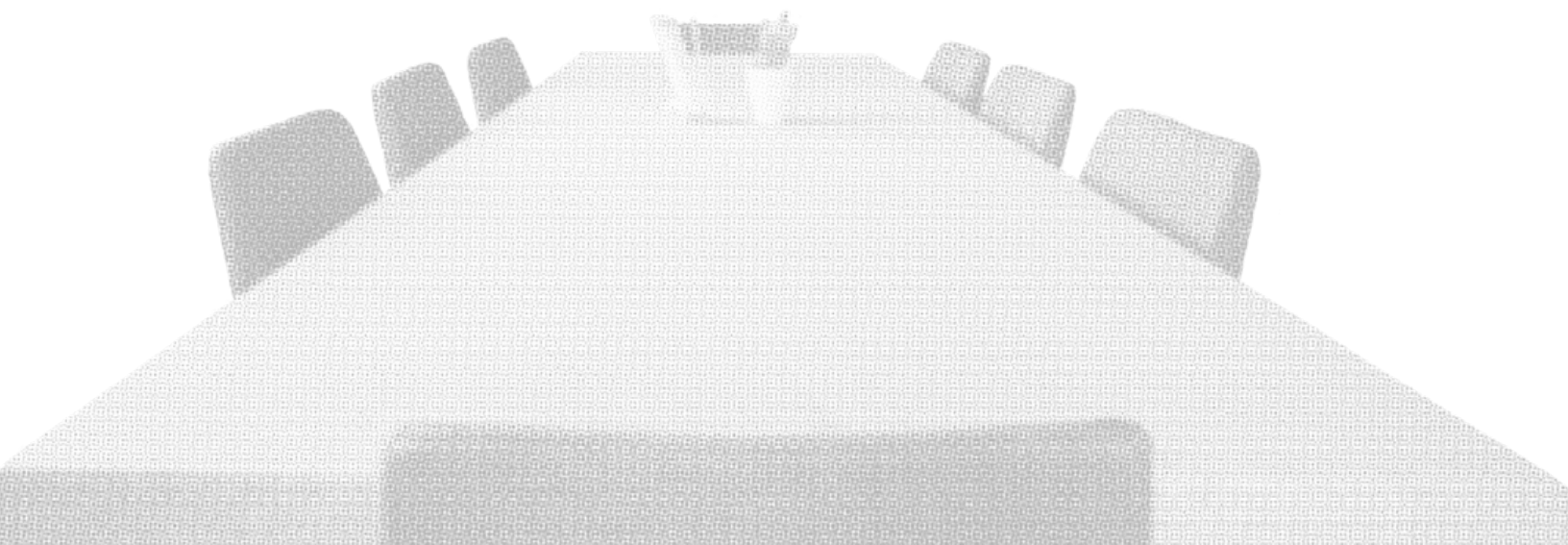
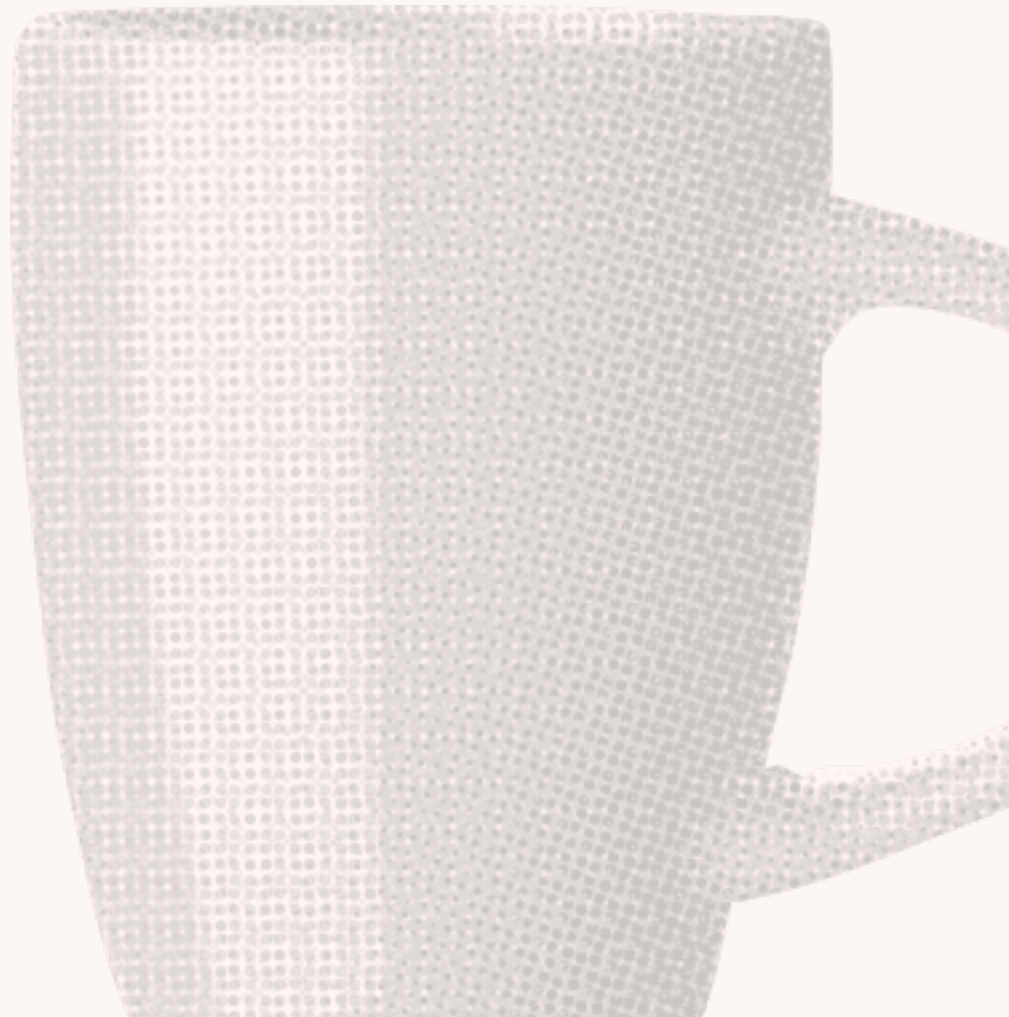


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THE IMPORTANCE OF CONNECTING

As your team grows, it's easy to become disconnected with people as a leader. Holding big, team-wide meetings can seem like the most effective way for you to communicate new information, but they aren't typically a time where everyone feels comfortable sharing their thoughts and participating in discussions. In fact, team meetings can often feel isolating or overwhelming for people who prefer to meet in 1-1 settings.

Taking the time to sit and meet with everyone on your team can help you build trust, share important information, and connect on a personal level to those around you. Successful, thriving organizations are those that leverage meetings like this to listen to each person, discuss new ideas, offer feedback, and make important changes where needed. Without 1-1 meetings, people can feel disconnected from their work and team, which can result in problems growing beneath the surface.

In order to effectively hold 1-1 meetings with the people you manage, it's important that you know how to communicate with them in a way that helps them feel most comfortable. The best way to understand how to adapt your communication is to learn more about personality.

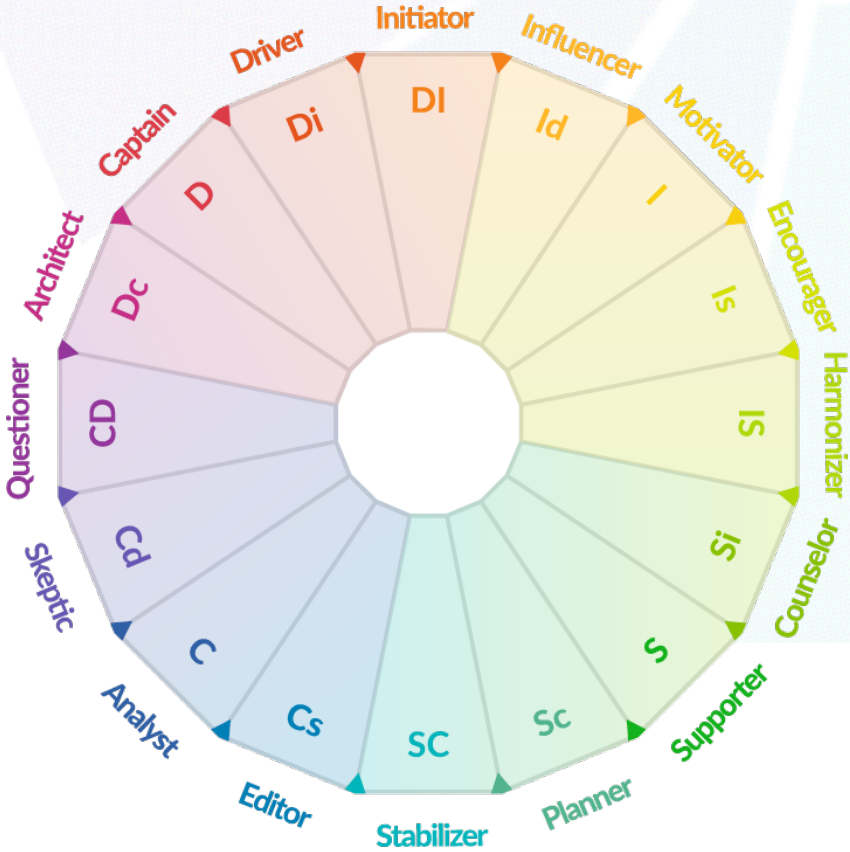


UNDERSTANDING PERSONALITY

We built our product, Crystal, to help people improve their communication and build stronger relationships with others. Crystal harnesses Personality AI, a new technology that uses machine learning and artificial intelligence to predict personality, helping people learn to communicate better with each other. We do this by either analyzing a text sample (e.g. a resumé or LinkedIn profile) or by inviting anyone to take a free personality test and view the results for themselves and any friends or coworkers they choose to share it with. By learning to understand others, you can communicate with them in an empathetic way that accounts for the uniqueness of their personality.

Without getting too technical, Crystal uses a framework called DISC to classify personalities into a few categories that we refer to as D (dominance), I (influence), S (steadiness), and C (conscientiousness). Each of us has a primary DISC type in one of these categories and sometimes a secondary DISC type in another. To keep things simple, we separate these into easy-to-remember labels called Archetypes.

You can see them all on this graphic called the Personality Map:



Below is a breakdown of common personality traits within each of the categories in DISC.



D Personality Types: *Captains, Drivers, Initiators, Architects*

- Motivated by control over the future and personal authority
- Tend to prefer instant, concrete results and having an advantage over competition
- Communicate clearly and succinctly

I Personality Types: *Influencer, Motivator, Encourager, Harmonizer*

- Motivated by innovative, unique, creative ideas and excited by the future
- Tend to prefer building new relationships and experiences
- Communicate in a casual, expressive way



S Personality Types: *Counselor, Supporter, Planner, Stabilizer*

- Motivated by peace, safety, and others' wellbeing
- Tend to prefer security, reliability and trust
- Communicate in a friendly and genuine way

C Personality Types: *Editor, Analyst, Skeptic, Questioner*

- Motivated by logic, information, and problem solving
- Tend to prefer accurate information and quality solutions (quality over quantity)
- Communicate in a business-like, fact-based way



These differences are extremely important for your approach in every conversation with coworkers. For example, someone who is a warm, people-oriented Supporter (S) is less likely to feel comfortable in a 1-1 that is solely focused on what is going wrong and needs to be fixed. They'd usually prefer to build connections with their manager through conversation and focus on the more positive aspects of work. An Analyst (C), on the other hand, might enjoy the opportunity to share critical feedback and offer potential solutions for problems. By identifying your teams' personality types, you can learn how to hold healthy, effective 1-1s.





Meeting with D-types

Captains, Drivers, Initiators, Architects

Focused, driven D-types likely want honest, to-the-point communication. They often want to avoid unnecessary, off-topic, or drawn-out conversations. Try to focus each 1-1 on giving direct feedback and discussing their specific goals. Keep the conversation short and to the point, rather than dragging out your points or trying to discuss your personal lives. Remember that most D-types want to keep the meeting focused on just a couple of topics and may feel frustrated if the conversation bounces around a lot.

It's important that you're also prepared to discuss tough topics openly. Because D-types often feel very comfortable addressing issues, be prepared for them to use the time to bring up any concerns or frustrations they have.

HERE ARE SOME PHRASES YOU CAN USE WHEN MEETING WITH D-TYPES:

- I want to challenge your thinking on this...
- Here's how it compares to the others...
- Let's go back to the original goal here...
- Do you want to take this feedback and try again?



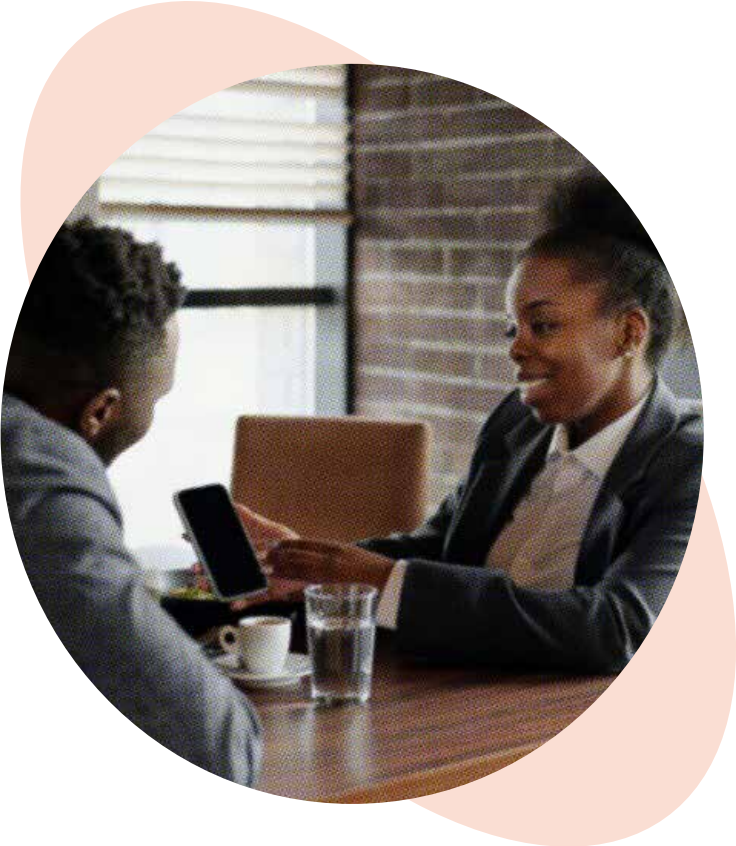


Meeting with I-types

Influencers, Motivators, Encouragers, Harmonizers

Upbeat, optimistic I-types tend to seek inspiration, excitement, or encouragement in a meeting. They often bring a lot of energy to the table, so it's important that you try to match their enthusiasm. They may want to take a few moments to connect on a personal level. Give them the freedom to crack a few jokes or share a couple of stories since both will likely help them feel more engaged throughout the 1-1.

I-types are likely to enjoy more casual meetings, so don't stress about planning each detail out ahead of time. Make sure to listen to any ideas they share and participate actively in the conversation. Avoid putting too much pressure on them and focus on keeping the overall tone positive, even if you need to offer some negative comments, at different points.



HERE ARE SOME PHRASES YOU CAN USE WHEN MEETING WITH I-TYPES...

- That's a great suggestion!
- What motivated you to pursue this?
- Let's walk through this together...
- What do you think we could do better as a team?



Meeting with S-types

Counselors, Supporters, Planners, Stabilizers

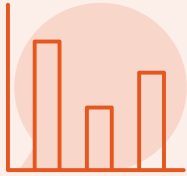
Supportive, patient S-types tend to be very polite and accommodating, so they're unlikely to raise any big issues in 1-1 settings unless they feel very comfortable. You can help them feel more welcome and included by asking them to share their thoughts or opinions on the topic at hand. Try to avoid pressuring them to share, but make sure they have a chance to see that their voice matters.

When offering feedback to S-types in this setting, try to focus on what they're doing well, rather than what needs improvement. Make sure to show care for their life by asking questions about what's going on outside of work. Set a designated start time to meet with S-types, but don't rush them to wrap up if they're engaged in the conversation.

HERE ARE SOME PHRASES YOU CAN USE WHEN MEETING WITH S-TYPES...

- Let's talk more about what you think...
- You have my trust, so let's proceed with...
- Is there anything I can help with?
- You clearly put a lot of time into...





Meeting with C-types

Editors, Analysts, Skeptics, Questioners

Analytical, thorough C-types often want a meeting to be fact-focused and well-planned. They typically won't want to discuss anything unrelated to the purpose of the 1-1. You will likely help them feel more comfortable by sharing a specific agenda for the meeting beforehand and honoring the scheduled start and end times. Make sure to give them plenty of advanced notice so they can come prepared. Share any relevant documentation ahead of time so that they can read and think through it on their own.

If you bring up something that they need more time to process, like offering a new idea or asking for their perspective on an important issue, give them a chance to think and ask them to follow-up via email sometime after the meeting.

HERE ARE SOME PHRASES YOU CAN USE WHEN MEETING WITH C-TYPES...

- You have a lot of experience in this area...
- Specifically, I think this part needs the most work...
- What do you think the company could improve on?
- Let's go through this logically...



ADAPT YOUR STYLE

Having 1-1 meetings can be a productive way to build relationships with your team, and ensure the organization is running smoothly. Rather than getting stuck in one way of meeting with people, try to adapt the 1-1 to fit the other person. You may be surprised with the difference it can make.



Unlock your team's *full potential*

Thousands of leaders globally use Crystal to understand the behavioral dynamics of their team and help each person become more effective.



PERSISTENTLY PURSUES GOALS

HAS INNOVATIVE IDEAS



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