



## **The Art & Science of Ministering Interviews | An Interview with Steven Rogelberg**

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Speaker 1 00:00:02 Let's be honest, few humans enjoy meetings and many feel trapped in meetings. As leaders, we don't want to burden those we lead, but meetings can seem to do that more often than not. We wanted to address the pain of meetings through the meetings with Saints Library. Here we have 15 plus presentations dedicated to improving the meetings we run. We have experts in the field addressing topics like getting people involved in meetings, staying on task, dealing with conflict in meetings, and a ton more. We'd love you to explore the full meetings with Saints Library over 14 days at no cost to you. You can do this by visiting [leading-saints.org/fourteen](https://leading-saints.org/fourteen). That's [leading-saints.org/one-four](https://leading-saints.org/one-four). We'll also give you access to all of our virtual libraries to educate about other leadership topics. It's really good stuff. So visit [leading-saints.org/fourteen](https://leading-saints.org/fourteen) or click the link in the show notes.

Speaker 1 00:01:00 Hey, if you're newbie to Leading Saints, it's important that you know, what is this Leading Saints thing? Well, leading Saints is a nonprofit organization dedicated, helping Latter Day Saints be better prepared to lead. And the way we do that is through content creation. So we have this phenomenal podcast. We have a newsletter, we have virtual conferences. So much more at articles on our website. I mean, I could go on and on, right? <laugh>, and we encourage you to, uh, jump in, check out Leading Saints, uh, go to the search bar@[leadingsaints.org](https://leadingsaints.org) and type in some topics and see what pops up. We're just glad you're here to join us.

Speaker 1 00:01:39 Today, I'm welcoming back a former guest, one of the few guests who is not Latterday Saint that we have on the Leading Saints of Podcast, which I'm open to all backgrounds and perspectives. And especially someone like Steven who's done a ton of

research about the science of meetings. That's right. Meetings is something we deal with in our, uh, week to week leadership experience in the church. And I would orient you to the first interview I did with him back in 2020, which is part of the meetings with Saints Virtual Library. I'm actually gonna include this interview as well in that library because it is just so needed and helpful. And in this interview, we talk about his new book. Glad We Met the Art and Science of One-to-one meetings. And when he reached out to me and said, Hey, Kurt, I got a new book.

Speaker 1 00:02:25 It's about one-to-one meetings. I thought this is perfect for our community where we're asked to do ministering interviews, right? All sorts of one-to-one meetings outside of that if you're a bishop and, and a really excited President Elko president. So I wanted to jump into this, and it turned out to be a great read. It just turned into a great interview. And listen in this interview as far as just the basics of having a ministering interview, but the start, the heart and the ending. And these are crucial components. 'cause if you're in, like my experience whenever I've done ministering interviews or been a part of one, sometimes they can be a little awkward, right? You don't know what to say or start to how much time do we take? And so Steven gives some great perspective and best practices on how to step into these one-to-one meetings.

Speaker 1 00:03:08 And then also listen for near the end, we talk about one-to-one meetings in the context of the home, especially with our children. How do we go about that? Right? Maybe some of you grew up in maybe a very rigid home where you're in your, your dad's, you know, office and and he's giving you this priesthood interview. But, uh, uh, how can we go about giving effective interviews and starting conversations with our, our children no matter what their ages are? Now, like I said, Stephen Rogel Berg is not a latter day saint. And so we, he talks a lot in the context of a secular office type of, uh, culture or dynamic. But all these principles are so applicable to our church experience as leaders. So let's get into it. Here is my interview with Stephen Rogelberg, the author of Glad We Met The Art and Science of One-to-One Meetings. All right. Today I get a welcome back, Steven Rogelberg, the Leading Saints podcast. How are you, Steven?

Speaker 2 00:04:08 I'm good. It's great to be back. Yeah,

Speaker 1 00:04:10 Really good to be back. And we were just, uh, chatting the, the last time we chatted was weeks before the world turned upside down with, uh, CO and, uh, part of the meetings with Saints Virtual Conference that I was organizing online. And very few people at that time wanted to watch a virtual conference about meetings, but it was still a fantastic interview that we had. So <laugh>

Speaker 2 00:04:29 Well, thanks. Yeah. That was, uh, it was crazy times. It was, I mean, the interesting thing is probably a month or two after our recording would've been a perfect time to release it, right? Because

Speaker 1 00:04:41 People were

Speaker 2 00:04:41 Exactly, are interested in how to do these meetings. Yeah.

Speaker 1 00:04:44 The, the trauma was a little bit thick, the those first few months. Oh, that's for sure. Yeah. No, and that time we were talking about the Surprising Science of meetings. That's your, I don't know if that was your first book, but your first meetings book, or,

Speaker 2 00:04:56 That was my first book for general audiences.

Speaker 1 00:04:58 Okay, gotcha. And you are a, a professor. Maybe give some of your background on your professional path.

Speaker 2 00:05:05 Sure. So I hold the title of Chancellor's professor at University of North Carolina, Charlotte. And yeah, I am this crazy academic that has been studying meetings for 20 plus years. And it's been a crazy ride because this content has gone viral. And the first book was, again, to my complete surprise, was a crazy success. And then my new book, glad We Met The Art and Science and one-on-one, one-on-one meetings just came out in January and that one's doing better. And so Oh, cool. There's clearly really meaningful appetite for identifying and leveraging science to take these critical opportunities at work that are causing pain and make them truly work for us. And so I'm thrilled. It's fun. It's totally good.

Speaker 1 00:06:00 That's cool. Now, I, I mentioned my audience like I did last time. You are not a latter day saint, but you obviously do research. Think it'd be very helpful for us Latter Day Saints, uh, out there. And, uh, with this new book you mentioned just briefly, the, the proceeds are going to the, is it the, uh, cancer Society?

Speaker 2 00:06:15 Yeah. Everything goes to the American Cancer Society in honor of my sister-in-Law and her fight with cancer. And I do, I do have a branch of my family that Oh, yeah. Yeah. I don't know if you recall, but, um, yeah, that's right. So the, but yeah, with the last name Rogel Berg, it's probably not a typical last name and <laugh>.

Speaker 1 00:06:35 That's right, that's right. Well, that's awesome to have, uh, some real meaning, you know, I think a lot of people that hear meetings and it's sort of like this dry, you know, corporate Yeah. Topic, which, uh, you make it interesting, especially with your research. And so then That's right. Try there's a personal meaning through, uh, behind the book and the proceeds and whatnot. That's awesome. And glad we can help promote that for sure. Well, thank you. So, so what, I mean, was this a natural next step to the one-on-one meeting or, 'cause I mean, once the, I saw the book that came out, I was like, of course. Like, why, why isn't there a whole library full of these, this concept of one-on-one meetings? 'cause we're all in these things and, and meetings is like a general meaning is one thing, but like the awkwardness of a one-to-one meeting could be really palpable, right? Yeah. So how did this, uh, idea come about for this book?

Speaker 2 00:07:18 Well, after I wrote the first book in my mind I was like, I'm not doing a second book. You know, I only wanna write books if I feel like I have something to say. And then it was probably a couple years past and I'm like, gosh, you know, I think there's an amazing opportunity around this notion of one-on-ones. And unlike my first book, this space is Wide Open. It was basically, you go on to Amazon or what have you, and looking for good books on

one-on-one meetings, you're not gonna find anything. And so it was really a different experience to write a book in a really, in an empty space. And this book is really different because it captures both the art and science of one-on-one meetings. 'cause one-on-one meetings do have art to them as well. But let me step back for a minute and tell you what I mean by a one-on-one meeting.

Speaker 2 00:08:11 Okay. Would that be okay? Yeah. Okay. So obviously we have so many one-on-one encounters at work and in life, right? We're always chatting with people, we're having these quick one-on-ones with peers or a boss or what have you. When I talk about a one-on-one meeting, I'm talking about something quite unique. I'm talking about a regular reoccurring meeting between a manager and their people to discuss what is on the minds of their directs, to better understand their concerns, their challenges, and to look for opportunities to provide support. So while this meeting is orchestrated and facilitated by a manager, it is not for them. It is for their people. It is the opportunity to truly see your people. And what's important to remember is managers have tons of opportunities to meet with their people and get what they want. This is that one predictable time where the employee get their needs met, and it's all about genuine and meaningful connection.

Speaker 1 00:09:20 Nice. Yeah. And, and as you hear that, like a, a leading saints audience, a lot of things are jumping out of that because in our faith tradition, I think the one-to-one meetings are actually more common in our faith tradition than maybe the, the typical Evangelical or Catholic path. Yeah. Because we have what, uh, is called ministering, where every every individual in a, in a congregation is assigned a handful of families Mm-Hmm. <affirmative> or individuals that they can check up on and visit regularly. And then the elders quo president or the Relief Society president, which is sort of like the, the middle manager of the congregation, they are asked to do one-to-one ministering meetings with everybody that they, you know, preside over at least once a once a quarter. And this is somewhat of a new thing. And it's become, uh, everybody, you know, as I talk generally to people, they, you know, there's not a lot of positive experiences that come to the surface because it's, it can feel forced, like, oh, you're just doing this 'cause Mm-Hmm. <affirmative>, you're supposed to do it right. And you don't really care. And you know, I, I only really, you're supposed to meet with me every quarter, but I've only seen you once every two years and Right. And so this is why this just jumped out at me when I saw, saw this book that it really is this, uh, like it's a new dynamic to approach something like this that's regular. Right. Right. It's one thing to have a meeting or a general meeting, but this is a different dynamic.

Speaker 2 00:10:40 And I mean, this notion of feeling seen is really powerful. Right. As humans, that's what we crave, right. We, we crave being seen, especially by people who are higher power than us. Yeah. Yeah. And if we all think back to a time where we had a, a manager take a genuine interest in us, that stuck with us. Right. It was just transformative. And what's so interesting is that while one-on-one meetings, like I described, brings humanity into work, it's also really good business sense. Namely the data are so incredibly robust that when managers are doing these one-on-ones, like I'm describing that employees report much higher levels of engagement, thriving retention, we've all heard the expression that people don't leave bad jobs, they leave bad bosses. Yeah. Right. This is your opportunity to prove you're not a bad boss. It's

tied to success. Like productivity increases to the extent that this employee is able to share and get support.

Speaker 2 00:11:47 But here's the piece that surprises a lot of people. It actually makes the manager more successful that by giving to their directs in this way, they're more successful. Namely, managers are ultimately evaluated by the success of the people that report into them and their teams. This is an opportunity to lift others' performance, and it's only a good reflection on you. Furthermore, we even have data that suggests that managers, when they were having these regular one-on-ones, they reported less interruptions between meetings because employees would just save their issues for these regular. So they had this ability to kind of have more flow time to engage deeper into their work. So how often is it the case that we can find something that's good for humanity and business success? Yeah. Right. I mean, this is really an incredible, uh, sweet spot. Yeah.

Speaker 1 00:12:45 And that's the, the misconception. Sometimes you feel like, oh, I'm supposed to, I'm just supposed to have these one-to-ones and check up on their progress and, you know, how, how are you meeting with your goals and things like that. But in reality, this is, it's not about you and the success of your department or orko or organization, but it really is about them and, and their development and how you can help in their journey.

Speaker 2 00:13:05 That's right. Oh, I love how you said that, how you can help in their journey. And it's important that, you know, managers realize that they can get status updates in a million different ways, right? They can send an email, they can tell the employee to come by and tell 'em their updates. They can do it in a team meeting so they can get their needs met. Managers are not the issue here. But typically when you have these one-on-ones, employees are gonna share what's going on, where they're struggling. You know, they're gonna seek help and guidance. You know, they might be thinking about their broader PA place on the team in the organization. It's just a small investment. And I think one of the neat things that also emerged in this research is it really isn't a big investment that even if a manager is doing these every week or every other week for just 25 minutes, but it's a good 25 minutes where you're really dialed into that other person, it yields really strong benefits when the amount of time increases. So let's say a monthly one-on-one, you still get some benefits, but in general you don't. And then if you move to the quarter, kind of using your example, you just don't get the same benefits, right. Because it's no longer a process. Yeah. Then it's just an event. And events are experience very, very differently than things that seem more process. Right. So if you see me meeting with you every other week or every week, you know it's genuine, right? It's a genuine interest. And as a result, that's where we can get the greatest value.

Speaker 1 00:14:38 Gotcha. So the, the more often you can meet with those direct reports, the more of that you're hitting that process point rather than Right.

Speaker 2 00:14:47 It, it just feels, there's just, it, it comes across much more sincere. Yeah. Right. So if I say to you, listen, I really wanna get to know you, let's meet every six months. Right? You, I'm like, okay, well I guess you don't really wanna get to know me. 'cause that's not a very big commitment. And you know, and I think the other interesting tie in is, you know, as

people come back to work post covid, you know, what people missed is not having more meetings at work. What they missed is genuine connections, right? Meaningful connections. And this is a great example of promoting these meaningful connections. Yeah.

Speaker 1 00:15:22 So maybe give us just the, the, the crash course on holding one-to-one. Obviously people can deep dive into your book and I would recommend it, uh, to really get the, the nuances and the tips and tricks and tools and things. But like, if I'm walking into a one-to-one in, in a half hour, like what are some things I can consider or the room I should use, the how to start, how to end those types of things?

Speaker 2 00:15:42 Sure. I mean, there's so much. That was the fun part of doing all this science and trying to provide readers with so many different choices. And 'cause there isn't a magic formula, there's just choices. And then my hope is that people pick choices that fit who they are as well as who their direct is. So yes, we can think of this as being, you know, having three principle phases, right? There's the start, the heart and the end. And you know, the start is all about being sure that you have some type of lightweight agenda here. You know, namely the one-on-ones were evaluated more effectively or evaluated as being more effective when there was some type of agenda created. But was most key is who created the agenda. Where the more the direct was involved, the higher the ratings of effectiveness. Because remember, this meeting is for the direct.

Speaker 2 00:16:36 So therefore we want the direct to either come to the meeting with a set of topics that they want talk about, or that we have a set of core questions that the direct has either given us or provide feedback on. We then wanna start the meeting with two awesome questions. So first is, how are you, however, how are you Question typically doesn't work, but it can with a twist. Okay? <laugh>, namely, when you ask someone how are you, they will typically say, good, great. Pretty good. Right? You just don't get much. They get automatic responses. But the research shows that if you ask someone, how are you, but answer on a 10 point scale with one being terrible, 10 being great, how are you really? Now you get responses of sixes, sevens, fives, and now you have something to work with. Now you can say, tell me more.

Speaker 2 00:17:30 Or you can say, how can I help you become a seven? All right, so there's a good basic starting question. Another great starting question is to ask people, Hey, I know you were struggling with X and you were gonna try Y. How did that go for you? When you have a question like that, people know that you're listening, that you're making these connections, and it's really powerful. All right. So there's some examples, there's more. Okay. But those are some examples. Yeah. Then during the meeting itself, you know, the employee, you know, while the manager is kind of creating a structure, you know, maybe with these core questions, or again, the listing approach that I talked about, ultimately the goal is to get the direct to talk and to share. And the manager has to be an awesome listener. In fact, another one of the excellent predictors of ineffectiveness is if the manager talks more than the direct.

Speaker 2 00:18:23 So the manager has to close their mouth and say the things that they say are things such as, tell me more. Help me understand what can I do to help? Right? Those are the types of things that they should really be featuring. Now, don't get me wrong, they can

certainly share a perspective, but ultimately they don't wanna render the employee impotent. So if the employee brings to you a problem, the thing that the manager should say is, so what are your thoughts on how to address this problem? And then once the employee shares, you know, unless it's an absolutely horrific idea that has meaningful negative consequences, let it go. Right? Pick your battles as a manager. You don't have to make your employees all do exactly how you would do things. And so pick your battles if it's really critical, intervene, if not, let it go.

Speaker 2 00:19:13 So you have the heart where there's this free flowing conversation, but it's really the managers kind of prompting the employee to really engage and explore lots of offering of help. Lots of, you know, appropriate vulnerability to try to create a safe environment. And then we move to the close and the close has to exist, and it can't, just a close is actually a thing. So when you think about closing, both parties talk about what they're taking away from the conversation. So who's doing what? I'm gonna do this. You'll do that. Fabulous. So there's this meaningful recap so that no one leaves there wondering what was decided. And then finally, you wanna try to end on a positive, right? We wanna find something positive. We have a tendency to readily find problems. And so we wanna challenge ourselves to end on a positive. So those are some of the key pieces, but there's so much more. I mean, that's the kind of, the neat thing about the book is I lay out the most powerful core questions. You know, I lay out how managers can deal with negative emotions, how they can provide feedback, how they can actually create a climate where they can actually ask for feedback from their directs. And so there's a lot to it, but that's the beauty of the one-on-One is that it can have so many different dimensions. Yeah.

Speaker 1 00:20:33 And now on the cover of your book, you have a, you know, have two chairs displayed facing one another, and, and that's sort of the typical, uh, layout that we, we assume, yeah. Walking in one of these. But I mean, is there benefit of doing, you know, going on a walk together or doing it in a different setting or, uh, great. Or do you wanna make sure it's, you're in a private setting? What comes to mind?

Speaker 2 00:20:54 Good, excellent question. So what the data showed is that the location that was had the highest ratings of desirability was actually the manager's office. The location with the lowest ratings of desirability was the direct's office. Then taking a walk meeting at a cafe or sitting on a park bench, they tended to have more bimodal responses. Some people absolutely loved it, but others hated it. Virtual versus face-to-face, almost exactly tied. But generally employees just like the idea of some face-to-face. But generally, if they were conducted well, they were totally fine with the virtual option. Gotcha.

Speaker 1 00:21:37 The

Speaker 2 00:21:37 Key in this is for the manager to ask, right? Because that's another one of those signals that this meeting is not for them. So as a manager, when you tell your people, Hey, you know, come prepared with what you wanna talk about, where do you wanna do this? Right? These all become those signals that this is not your typical meeting. This is something different. And I really think it's an important to think about this word signals, and I know this will resonate you with you On a personal level too, when we think about our behaviors and our

values, our behaviors signal what we value, right? When we meet with our people and take an interest in them, that tells you a lot about who we are as human beings. If we don't do certain things, the lack of behavior are also signals. Hmm. So when you're not willing to find time, dedicated time for your people, you are sending a signal.

Speaker 2 00:22:35 Mm-Hmm. <affirmative>. And it's not a signal that reflects very well on you, <laugh>. So it's, I would contest that this is not an option. This is the requirement of being a leader. So as leaders are trying, you know, figuring out, or, you know, listening to the information, the data, there really isn't, it's not like a cost benefit analysis. Mm-Hmm. <affirmative>, this is really the stage for leadership. And then, you know, the other thing is to remind yourself that you will make more time by doing these. And I'll give you the most basic silly example. These types of meetings decrease rework time, right? Because mm-Hmm. <affirmative> people get it right the first time. Hmm. Because these meetings promote more retention of your best performers, less time having to refill roles, which we know takes a lot of time. Yeah. <laugh>. So anyone that's saying, gosh, I just don't know, I have time. If I can do these, you know, we don't debate that when it comes to brushing our teeth, right? Yeah. We brush our teeth because we know you have to do that. That's right. And that's what this is, this is not a debate. This is something that in contemporary models of leadership, especially in the world where people can lack connection, this is an imperative.

Speaker 1 00:23:54 Right? Yeah. Tell me about like the, you know, it's, again, it's so easy to sit down on a oneone and be generally focused on like, key indicators, right? Mm-Hmm. <affirmative>. And of course you, you know, how are you doing? Maybe you try some of the, the one to 10 scale, and yeah, you wanna make it personal, but hey, I mean, where, where are you at with the sales goals or the ministering of visits? Or how are your families? Or like, it is so easy to just jump into the Yep. The progress report type of thing. But you talk in the book about being authentic and personal and, and connecting on that way. 'cause you're, the main goal here is to, you're developing a relationship with those that you work with, right? Yeah. So any, any thoughts on making it going with to authenticity and making it really

Speaker 2 00:24:33 Authenticating? I love that. Yes. Thank you for that. We wanna try to create psychologically safe workplaces. When people feel safe, they tend to bring more of themselves to the work. They tend to be more creative, innovative, they help each other more. So psychological safety is just so incredibly helpful. And psychological safety is helpful at work, at home, everywhere, right? So people can foster safety by being kind, listening, not having an agenda, focusing on the other person. But also you can create some safety by being appropriately vulnerable yourself. So if I tell you, and again, I don't want managers to dominate, but when the employee, the direct says to you, how are you? And you say, I'm, I'm doing, you know, well, and let's say you share something, but, but I am struggling a little bit, you know, my mother's going through some health issues. So we're trying to navigate that.

Speaker 2 00:25:36 And so something, you know, slightly personal, but not inappropriate, it just creates the opportunity for others to feel more comfortable sharing. And so this notion of being appropriately vulnerable, this notion of being authentic is really helpful. You know, back in the old days we thought we'd wanna portray our leaders as being superheroes with no problems



or issues. <laugh>. Yeah. Like, we're past that. We know they're humans, we know that they struggle. And to the extent that I'm willing to share appropriately and gently, you're just gonna be comfortable doing that too. Right? So next thing I know, if I tell you about going on my, my silly example of a parent, maybe you might tell me that you have some struggles with managing some tricky, you know, work life balance issues. And then maybe what comes from that conversation is I can say, well, why don't you start working at home on Thursdays and Fridays so you can manage that. And so who knows where the conversation can go when there's a little bit more intimacy to it. Again, I do wanna stress the manager is not a therapist. This is not a therapy session. Yeah. Right, right. This is just a genuine conversation, A real conversation, but it's not therapy. Yeah.

Speaker 1 00:26:56 And really that, I mean, an ideal situation I would imagine is, yeah, it's not a therapy, but if you have a relationship where it gets to a point of saying like, Hey, have you thought about seeing someone, like I actually know a few people, like maybe you should reach out, like even better, right? That they have a friend there that understands they're struggling. I agree. And maybe that they'll send 'em in in the right direction to get professional help.

Speaker 2 00:27:15 I think that's fabulous. You know, when we think about the type of support we can provide others, it doesn't always have to come from us, right? Yeah. We can be making referrals and suggestions to involve others. Yeah. I like that a lot.

Speaker 1 00:27:26 So what would you say, I think we've all had one-to-ones, or where you meet with your manager, your church leader, whoever it is, and you can tell that they're maybe a little awkward, they're not very comfortable doing this and mm-hmm. <affirmative>, you know, they're, they're asking maybe strange questions and, and overall it wasn't good. So from like the interviewee, uh, or the other side of the other chair. Yeah. Like what can we do to make it better for our manager or church leader?

Speaker 2 00:27:51 Yeah. That's such a good question. Thank Yeah, that's great. So I do get into that in the book because I think that's intriguing. And when we think about a one-on-one meeting, it, we can think of it as a dance of sorts. And it does take two to tango. Yeah. And so while the manager contain, you know, has majority of the responsibilities, the direct can do certain things to increase the chances of these things working. And let me just highlight a few. And in the book I get into 10, 10 critical behaviors. I won't do all those, but one is you as an employee can't get your needs met unless you know what your needs are. You can't get what you want unless you know what you want. It sounds silly, but it's actually pretty profound because people often don't give it the deep thought. And so before the one-on-one, you really need to identify what are the key things you need from that meeting.

Speaker 2 00:28:50 And by doing so, you're ready and prepared to share. And if the manager doesn't bring them up, you can pose it as questions or, or bring it up yourself. So that's one thing, prepare yourself. Two is engage. And don't hesitate to ask for help, but do it constructively. There's two general ways of asking for help. There's a constructive approach and a, a dependent approach. Dependent approaches are where we basically just ask someone else to solve our problem. That doesn't help us long term. So what we wanna do is ask for

constructive help. We can say, listen, I'm thinking about trying X. What are your thoughts? Do you think that could be helpful? Or anything I'm missing? Or how, what are your ideas on maybe things I should consider as I, you know, figure out a potential path? Right? So those are more constructive ways of asking help. Another thing, and it goes so well to your comment that you made before this, which is managers in many ways, humans in many ways are unprepared to have these conversations. We don't necessarily do a great job taking an interest in others.

Speaker 2 00:29:58 We just don't. Humans tend to be self-oriented. Yeah. And we need to battle that and we need to keep working at it and reminding ourselves of it. And so when that manager's in that meeting, when they engage in behaviors that are very other focused, we wanna reinforce it. So when your manager says, how can I help or support you? Really what should come out of your mouth first is, thank you so much, I so appreciate that. Right. So we can look for these opportunities to catch the manager doing things right. And this just allows these one-on-ones to, you know, keep improving over time. So those are some examples. But again, I got 10, I got 10 for

Speaker 1 00:30:44 You. You, you teased as well. That's great. Alright. Got it. And so it would be appropriate in the this one-to-one setting to kind of just ask for feedback. Like, how am I doing as the manager, as the leader, you know, what, what are you seeing? Is that that appropriate to do?

Speaker 2 00:30:56 It is over time. Okay. I wouldn't start there. I think we need to build trust and not confuse the employee that this is for them. But I do think that once you create that trust, the manager can say, you know, I'm trying to do an effective job bringing the team together and, you know, creating a sense of, we, what's your sense? Is this coming together? Do you have any feedback for me? I'm comfortable with that over time because indirectly, or maybe directly, it actually helps the employee, right? So if the manager gets feedback and makes changes, it helps the employee. So I do like the idea that over time the manager can look for some opportunities to gather feedback. But that does take a little time. You have to have a good foundation to do so. Yeah.

Speaker 1 00:31:41 Do you recommend, like as you're meeting as the manager or the leader, are you, are they taking notes and obviously 'cause you're gonna meet again and it's so easy to forget, like, oh, what did we talking about last time? I mean, do you recommend having some, uh, a continuous file of the things you've hit on as you're, as you're talking?

Speaker 2 00:31:56 Yes. Uh, definite note taking is important. And what we found in our research is that old school note taking where a manager has a piece of paper and a pen, kind of like what you're doing during our conversation was just evaluated in a really positive way. They just see that person as much more engaged in the conversation when that person's taking notes. The notes are really important. And there's some interesting applications of those notes. So first of all, those notes become the story of the employee, right? When you're doing these things regularly, those notes really represent that employee's journey and story. And therefore, when you, when it comes to performance appraisal time, those things all can feed into it. And so you're not just plagued by a recency effect, right? You have the story of that person.

Furthermore, I've even known some managers that will take their notes and actually throw it into chat GPT and identify themes over time. And that's a very easy task for AI to play with. So there's a lot of different things that those notes could be used for, but the notes do communicate engagement and that documentation can be very, very helpful. Mm-Hmm, <affirmative>. Yeah.

Speaker 1 00:33:12 Really good. Before we wrap up, I want to ask, uh, you know, especially applicable to our audience with, uh, yeah. In the home, like, was, has your research shown anything as about as far as one-to-one interviews with our children, with our spouse, or I love it. What, what comes to mind? Love it.

Speaker 2 00:33:26 Yes. Yes. This is a meeting type that you can bring into the home, namely having one-on-one meetings with your children. Now, I'm not talking about any kind of rigorous rigid calendar holds where you have to contact your kids' administrative assistant to coordinate <laugh>. We're not talking that. Yeah. But this notion of being intentional that a parent is finding time on a regular basis to engage with their child on their terms, not your terms. Not about asking them to unload the dishwasher. Not a about asking them their grade on their last math test, but it's just checking in with their child in a real genuine way. You know, what's top of mind? What are you struggling with? What's good for you right now? What's, what's hard for you right now? How can I help him be supportive to you? You know, what did you think of this career thing that you had mentioned, you know, last, last week when we were chatting?

Speaker 2 00:34:23 So finding these opportunities where you sincerely and deeply take an interest in your child. Because sadly, we often don't. We are moving too fast and we're surrounded by distractions. So we do have to be intentional. And when I shared this insight with developmental psychologists and clinical psychologists, you know, their reaction is this is completely aligned with everything we know in psychology that, you know, this is what's missing in a lot of parent-child relationships. And again, parents don't even realize it because they might be saying as they're listening to this, oh no, I have lots of conversations with my kids and I don't doubt it, but I'm talking about a different type of conversation. I'm talking about a conversation that's not for you as a parent, it's for your child. And that is a meaningful opportunity for connection with a person, right? That doesn't have the same power as you, and it helps build a great foundation of trust and of love and of intimacy. And it reflects so well on you as a parent that you are finding this dedicated space no matter what to feature your child.

Speaker 1 00:35:39 Yeah. And and I would imagine is the more you have those, when those, when the big topics come up, right? Like the, the big conversations you're supposed to have with your kids are maybe a little bit easier to do and, and bridge those, those topics. Yeah.

Speaker 2 00:35:51 That's a great observation. And that kind of goes back to how almost we started our conversation about this difference between process and events, right? So if you are having these moments on a consistent basis, this just becomes part of the relationship as opposed to, you know, three months later, hey, we need to sit down and talk. Right? The kid's gonna be very suspicious of your motives and intent. So yeah, they create a foundation that when tricky issues do come up, it helps. In fact, I did, I recently did this media interview and the interviewer was bringing up this notion of something called the fundamental attribution error. Oh

yeah. Which is basically this idea that as humans, when we don't have a strong connection with someone, when they behave in a way that we don't like, we tend to just make assumptions about who they are as people, right? So you're late to this meeting 'cause you are lazy as opposed to a more nuanced explanation as you're late to the meeting. 'cause oh, something must have come up. I hope that person's okay. And that more nuanced explanation, again, is not the default for humans, but when you have a relationship and a connection, we tend to go there more readily and that's a beautiful thing. Yeah,

Speaker 1 00:37:07 For sure. Well, any other point, principle concept you wanna make sure we cover before we wrap up? Or do we do a pretty good job?

Speaker 2 00:37:13 Oh my gosh, you always do a great job. Oh, thanks. And, and in many regards, you know, you're just demonstrating the types of behaviors that you want leaders to have in their one-on-ones, right? When you think about your behavior during this podcast, right? You're asking great questions, you're listening, you're engaging, you're trying to get me to talk and share. And you're providing some guardrails, but you're creating a safe environment. So I think you're an awesome example, an exemplar of what we're looking for, you know, from leaders when they do these.

Speaker 1 00:37:41 That's right. The interview's very meta of one-to-one interview about a one-to-one meeting. That's right.

Speaker 2 00:37:46 That's great. That's right. Awesome.

Speaker 1 00:37:48 Well, uh, if people wanna learn more about your, your work, get the book, I mean, where would you send them?

Speaker 2 00:37:52 Yeah, so come to my website, [stevenrogelberg.com](http://stevenrogelberg.com), [stevenrogelberg.com](http://stevenrogelberg.com). I have a ton of resources on there. I really tried to make it a repository of information, so definitely check it out. There's certainly links to the book and as you noted, all my royalties go to the American Cancer Society. So check out the book to learn more about one-on-ones and check out the book to help eradicate cancer.

Speaker 1 00:38:16 Awesome. Well, uh, yeah, thanks for, thanks for coming on again. And, and is there another project or book that, uh, will bring us back together or, uh, do you know what's next?

Speaker 2 00:38:25 I hope so. I'll surprise you. I hope so though.

Speaker 1 00:38:28 I I hope you keep geeking out about meetings. 'cause uh, someone's got to 'cause uh, they, they're the downfall of our society at times. So

Speaker 3 00:38:35 <laugh>,

Speaker 2 00:38:36 Thank you very much. I appreciate it.

Speaker 1 00:38:45 That concludes this episode of the Leading Saints podcast. We'd love to hear from you about your questions or thoughts or comments. You can either leave a comment on the, uh, post related to this episode@leadingsaints.org or go to [leading-saints.org/contact](http://leading-saints.org/contact) and send us your perspective or questions. If there's other episodes or topics you'd like to hear on the Leading Saints podcast, go to [leading-saints.org/contact](http://leading-saints.org/contact) and share with us the information there. And we would love for you to share this with any individual you think this would apply to, especially maybe individuals in your ward council or other leaders that you may know who would really appreciate the perspectives that we discussed. Remember, solve the Burden of meetings by visiting [leading-saints.org/fourteen](http://leading-saints.org/fourteen) and getting 14 days access to the meetings with Saints Virtual Library.

Speaker 3 00:39:39 It came as a result of the position of leadership, which was imposed upon us by the God of Heaven, who brought forth a restoration of the gospel of Jesus Christ. And when the Declaration was made concerning the only and only true and living church upon the face of the earth, we were immediately put in a position of loneliness. The loneliness of leadership from which we cannot shrink nor run away. And to which we must face up with boldness and courage and ability.