

1-on-1 Template

Use this template for weekly or bi-weekly 1-on-1s. Keep it employee-centered, practical, and light.

Meeting Principles

- This is not a status meeting.
- This is not a task review.
- This is not a place for surprises in performance reviews.
- This is a space for trust, clarity, coaching, and unblockers.

Recommended Cadence

- Weekly: for new hires, fast-changing teams, or people needing close support.
- Bi-weekly: for stable teams and experienced contributors.
- Monthly: only for very senior, highly autonomous reports; even then, weekly async check-ins help.

Suggested Duration

- 30 minutes for most regular 1-on-1s.
- 45 minutes when coaching, career growth, or sensitive topics need more space.

Shared Agenda

Ask both manager and team member to add topics before the meeting.

1. Quick check-in

- How are you doing this week?
- Energy level: low, okay, or high?
- Anything affecting focus or motivation?

2. Wins since last time

- What went well?
- What are you proud of?
- Where did you make progress?

3. Blockers and friction

- What is slowing you down?
- Any unclear priorities, dependencies, or decisions?
- What support do you need from me?

4. Feedback loop

Use this section both ways.

- What feedback do you have for me?
- What is one thing I should keep doing?
- What is one thing I should change?
- Here is one piece of feedback for you.

5. Growth and development

- What skill do you want to strengthen?
- What kind of work do you want more of?
- Any coaching, mentoring, or stretch opportunity to explore?

6. Actions before next 1-on-1

- Team member action:
- Manager action:
- Follow-up date:

Manager Notes

- Listen more than you speak.
- Stay curious before giving advice.
- Write down commitments.
- Follow up on previous actions first.
- Keep private notes factual, brief, and respectful.

What Not to Do

- Do not turn it into a stand-up.
- Do not spend the whole time on project updates.
- Do not cancel often; it signals the person is lower priority than the work.
- Do not save difficult feedback for formal reviews.
- Do not dominate the conversation.

Feedback Mini-Template: SBI

Use this when giving feedback clearly and calmly.

Situation

Describe when and where it happened.

In Tuesday's planning meeting...

Behavior

Describe what you observed, without judgment.

You interrupted the discussion twice before Marta finished her point...

Impact

Explain the effect on the team, work, or outcome.

That made it harder for the team to evaluate the proposal fully.

Next question

Open the conversation.

What was your view of that moment?

Feedback Mini-Template: Radical Candor

Aim for two things at the same time:

- Care personally.
- Challenge directly.

Simple formula:

I want to share this because I care about your growth. In yesterday's client demo, the key message got lost in the last five minutes. Next time, I suggest ending with the business impact and a single clear recommendation.

Fill-in Version

Date:

Cadence: Weekly / Bi-weekly / Monthly

Duration: 30 / 45 min

Team member:

Manager:

Check-in

-
-
-

Wins

-
-
-

Blockers

-
-
-

Feedback for team member

-

Feedback for manager

-

Growth topics

-
-

Agreed actions

- Team member:
- Manager:
- Review next time: