Weekly One-on-One Meeting Agenda

Use it for a weekly or biweekly 30-minute 1:1 with any direct report. The timings add up to 30 minutes; shrink the blocks for a 15-minute version.

Employee ..... **Manager** ..... **Date** ..... **Length** 30 minutes

FOLLOW-UPS FROM LAST TIME — 2 min

- [ ] ..... (owner, due date)
- [ ] ..... (owner, due date)

CHECK-IN — 5 min

- How are you doing, outside of the task list?

  .....

- What is taking up most of your headspace this week?

  .....

THEIR TOPICS — 15 min

Blocker, decision needed, question, or idea

- .....
- .....
- .....

MY TOPICS — 5 min

Feedback, context, or upcoming change

- .....
- .....

ACTIONS AND NEXT STEPS — 3 min

- [ ] ..... (owner, due date)
- [ ] ..... (owner, due date)

Anything to add to next week's agenda?

.....

First One-on-One With a New Employee

The first 1:1 sets the pattern for all the others. It trades the weekly agenda for questions that help you learn how this person works, then explains how your 1:1s will run. Allow 45 to 60 minutes.

Employee ..... **Manager** ..... **Date** ..... **Length** 45 to 60 minutes

HOW I WORK

manager, 10 min

- How often we will meet, and that the agenda is mostly yours
- Where this shared document lives and how to add topics
- How I give feedback, and how I would like to receive it
- That I will move a 1:1 rather than cancel it

HOW YOU WORK

employee, 20 min

- How do you like to receive feedback: in the moment, in our 1:1s, or in writing?
- What did the best manager you have had do that I should keep in mind?
- What did a manager do that made your work harder?
- How will I know when you are overloaded or stuck?
- What do you most want to learn or get better at this year?
- Is there anything about how you work that I should know?

FIRST 30 DAYS

together, 15 min

- What does a good first month look like to you?
- What is unclear about the role or the team right now?
- Who should you meet, and what should you read?

ACTIONS

5 min

- [ ] ..... (owner, due date)
- [ ] ..... (owner, due date)

Next 1:1 (fixed slot) .....

One-on-One Meeting Notes Log

Notes only work if they are short and live in one place. Keep this running log below the agenda in the same shared document. Copy a fresh entry each meeting and put it at the top, so the newest conversation is always the first thing you see.

Employee .....

Date .....

Mood or energy (their words) .....

Main topic .....

Decisions made .....

Feedback given (me to them) .....

Feedback received (them to me) .....

Actions

- ☐ ..... (owner, due date)
- ☐ ..... (owner, due date)

Raise next time .....

Previous date .....

Mood or energy (their words) .....

Main topic .....

Decisions made .....

Feedback given (me to them) .....

Feedback received (them to me) .....

Actions

- ☐ ..... (owner, due date)
- ☐ ..... (owner, due date)

Raise next time .....

Monthly Career and Growth One-on-One

Once a month, swap the usual agenda for a longer conversation about the person's development. Works for any role. Allow 45 minutes and tell the employee in advance so they can prepare.

Employee ..... **Manager** ..... **Date** ..... **Length** 45 minutes

LOOKING BACK

10 min

- What work from the last few months are you proudest of?
- What drained you, and what gave you energy?
- What skill have you used most? Which one have you not used enough?

LOOKING AHEAD

15 min

- Where would you like to be in a year? In three?
- What would you like to learn next?
- Which parts of my job or a colleague's job are you curious about?

SUPPORT

10 min

- What would help you grow in your current role?
- What is getting in the way?
- What can I do differently as your manager?

COMMITMENTS

10 min

- **One thing they will try before next month**
- **One thing I will do to help (due date)**
- **One thing we will revisit in the next career 1:1**