Guide to 1-1 Meetings

**|| General tips ||**

1. Practice servant leadership. This is a valuable guiding principle for 1-1s. How can I support my teammate to be more successful?
2. Hold regular 1-1’s with all direct reports
   1. Usually 60 minutes. Can be longer or shorter depending on role and relationship.
   2. Usually once per week. Can do more often if just starting position; less often if established long time team member. Adjust to a level that is maximally useful.
3. Use a shared doc to keep notes. Include agenda, notes, and action items for each recurring 1-1.
4. Check in on action items from prior 1-1 as a standard part of the agenda.
5. Cover key updates. If updates take a long time, consider having your direct report prepare a weekly written update with challenges/blockers in advance to make it more efficient. Put into the 1-1 doc.
6. Direct report should be encouraged to propose agenda items (see topics below).
7. Set a time for each agenda item if you regularly run out of time.
8. Practice active listening — eye contact, attentive body language, check for understanding. Do not engage with texts or emails while in 1-1’s. Seek understanding. Empathize. Show that you care.
9. Engage in coaching: don’t just give answers and suggestions. Ask questions. Help develop problem solving mindsets. Ask “What would you recommend?”
10. Be proactive and direct about difficult issues.
11. Always prioritize most high value topics.
12. Reference goals and find ways to support.
13. Articulate next steps/action items in shared doc.

**|| Sample topics ||**

1. Outcome and follow-up items from previous 1-1 action steps
2. Progress updates on key initiatives
3. Biggest challenge employee is facing and list of ways manager can help them — engage in coaching
4. Biggest opportunity employee currently sees and ideas about next steps
5. Things manager should know, but might not
6. Additional information employee needs to do their job
7. Other projects or tasks employee wants to talk about
8. OKR check-in
9. Review of progress toward overall development goals
10. Check-in on team member well being
11. Requests for support or help removing blockers
12. Praise and recognition and/or constructive feedback
13. Manager requesting feedback: “What am I doing well? What could I do better?”