

Rapport

Name

Anniversaries

Birthday

Joining Date

Years in company

Contact Information

Phone Number

Emergency Contact

Hobbies

Vacation Plans

<i>From Date</i>	<i>Until Date</i>	<i>Comments (if any)</i>

Miscellaneous Information

Rapport
Goals
Questions

Goals

Future aspirations

Long Term (2-4 years)		
Goals	Gaps	Action Plan

Short Term (6 - 24 months)		

Immediate (0 - 6 months)		

One-on-One

Agenda

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Wins/ Highlights

Obstacles/ Burning-issues

Needs

Training, Software, Hardware, Books, Courses etc.

DATE _____

Rapport

Goals

Questions

Focus areas until next meeting

Feedback on improvement areas

Continuous Evaluation

	Low								High	
Task Deliverables	1	2	3	4	5	6	7	8	9	10
Roles/responsibilities execution	1	2	3	4	5	6	7	8	9	10
Motivation/Engagement level	1	2	3	4	5	6	7	8	9	10
Team Health	1	2	3	4	5	6	7	8	9	10

1:1 action-items

DATE

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For the team-member

Action Items	Priority/ Due Date	Status

For the manager

Rapport
Goals
Questions

Conversation notes

DATE _____

Pick 3-5 questions

Opening Questions

- What would you like to focus on at this meeting?
- What were your focus and achievements this week?
- What challenges or roadblocks do you need help with? Is anything getting in your way lately?
- Is there anything else on your mind?
- Is there anything I can do to help you reach your goals?
- Is there anything that you need from me?
- What are your plans and priorities for next week? What are you prioritizing, and what are you putting on the back-burner?

Goals

Short Term (within 6–12 months)

- How can we help improve your day-to-day work?
- How are you feeling about the project?
- What do you want to work on next quarter?
- A year from now, what do you want to have accomplished?
- What do you want to do in your next job/assignment?
- Are there any skills that you think would be useful for you to acquire in the short term?

Long Term (beyond a year)

- Where do you see yourself in 5 years? 10 years? 20 years?
- What work are you doing here that you feel most in line with your long term goals?
- What are your long term goals? Have you thought about them?
- Who do you really admire? Why? (People often admire those they want to become)
- What are your big dreams in life? Are you making progress on them?
- What other roles here could you see yourself in down the line? Or what areas would you like to explore?
- Imagine it's two years from now, and things have gone well: What has been your role in that? What does your role look like?
- Have you given any more thought to your long-term goals since our last discussion? What are your latest thoughts?
- What about this goal is important to you, and what will be different when you achieve the goal?
- In the future, do you see yourself as an individual contributor or in management?
- What are some things you can start doing in the next 12 months to work towards that goal?

Goal Tracking

- What skills would you like to work on most right now?
- Do you feel like you're making progress on your big goals here? Why or why not?
- What's one thing we could do today to help you with your long term goals?
- Can we do anything to align your work with your goals better?
- Do you feel we're helping you advance your career at a pace you would like?
- Could you see yourself making progress on more of your goals here? What would need to change to do so?
- What part of your work here is most in line with your goals?
- What actions will you take before our next 1-on-1 to make progress on X?
- What sort of progress have you made on the next steps we discussed last time?
- What have you tried so far to make progress on it? What haven't you tried yet?

Identify Growth Needs

- What additional resources do you need?
- What could I do to make you enjoy your work more?
- Is there a situation you'd like my help with?
- Have you been struggling with anything?
- What project do you want to work on next?
- Are there any projects you'd really like to work on?
- What additional resources can I provide for you between now and the next time we meet?
- What are two to three new skills you'd like to learn on the job? What about those skills interests you?
- How might I make this project more challenging or exciting for you?
- Which parts of your project are unclear or confusing?
- What's something I can start doing to make it easier for us to work together?
- What can I do to help you feel more engaged at work?
- What skills/areas would you like to get better at?
- What have you learned/improved recently?
- If you were to take a course in something, what would it be?
- What are some habits/behaviors you'd like to develop?
 - What are some habits or practices that you want to get rid of?
- Are there any new ideas you'd like to discuss with me/the team?

- What's something you're itching to try that you haven't had the time or resources to do?

Roadblocks and Concerns

- Is there anything right now that is slowing you down or blocking you?
- Are there any obstacles that prevent you from doing your best?
- When have you felt stressed or overwhelmed in the past month? What can I do to prevent that?
- What are some recent challenges you've faced? How can we work them out?
- Do I have anything outstanding for you that I haven't done yet?

Role Awareness

- What area of the company/organization/team would you like to learn more about?
- Who in the company would you like to learn from? What do you want to learn?
- Are there any roles in the company you'd like to learn more about?
- What do you think are the critical skills for your role? How would you rate yourself for each of them?
- Are you confused by any part of what you're currently working on?
- Do you feel like you're growing in your role? What makes you say that?
- What's working well for you in your current position?

Career Development

- Do you feel like we're helping to advance your career? What else can I be doing to help grow your career?
- Do you feel like you're learning at work?
- Do you feel challenged at work? Are you learning new things?
- What projects are you most proud of? What do you want to work on next?
- If you were not a position/role, what do you want to be?
- What's a professional development project you'd like to pursue?
- What skills would you like to develop right now?
- What are your strengths? What skills would you like to develop?
- What additional training or education would you like?
- Are there any events or training you'd like to attend to help you grow your skills?
- Is there anything I could do to invest more in your growth?
- What can I hold you accountable for next time we talk?

Manager Suggestions

- How can I be a better manager?
- How can I make your work easier?
- What areas of your work do you want more/less direction from me?
- How can we improve these 1:1s?
- How can I better support you?
- Is there anything I can do to give you more support at work?
- What is something I could do better? What is the criticism you have for me?
- What do you like about my management style? What do you dislike?
- What have your past managers done that you'd like me to also do or not do?
- What's something past managers have done that's inspired and motivated you?
- What's something past managers have done that's really frustrated you?
- What's your favorite thing I do as a manager of this team I should keep doing?
- What would you like to know about me?
- What feedback do you have for me? Both positive and constructive?
- Would you be willing to share some feedback on one or two things you think I could do better as your manager?
- Is there anything you would change about how you and I communicate?
- Would you prefer more or less direction from me?
- Do you have some examples of things you think I should have handled differently?
- Do you have any questions about what I do?
- What do you think I should know about the project but might not?
- Do you feel that I represent the team well to the rest of the company/organization? What would you change?
- Do you feel like I acknowledge/recognize the positive work that you do?
- What's your favorite thing I do as a manager?
- Can you think of something I've done or said recently, that did you didn't like or agree with?
- Is there something I'm doing that I could delegate to someone on the team?
- Where has my communication faltered? Can you give me an example?
- Where would you like me involved more in your day-to-day? Where would you like me involved less?

- What is everyone around me neglecting to share with me?
 - What's everyone around me NOT telling me?
- If I could improve one skill between this meeting and the next, which would you choose?

Job Satisfaction

- Are you happy with your recent work? Why or why not?
- What is your resentment?
- What's not fun about working here?
- How do you feel about your work/life balance?
- I've noticed you're a little *adjective* than usual. Is there anything you want to talk about?
- What do you want to do but don't feel like you have the time for?
- What part of your job do you wish you didn't have to do?
- What aspects of your job make you unhappy?
- What's not fun about working here? What do you enjoy most about working here?
- How do you feel your work/life balance is right now?
- What's something you feel is undervalued that you contribute to the team?
- Is your job what you expected when you accepted it?
- What do you feel is your greatest accomplishment here?
- When was the time you enjoyed working here the most?
- What worries you? What's on your mind?
- Who are you friends with at work? (Shown to be a key to enjoying your job)
- How is your workload right now?
- Do you have skills that you think are underutilized at work?
- What part of your work energizes you?
- What is your favorite/least favorite thing about your work right now?
- Which of the least favorite thing affects your overall performance?
- How is your current work helping or hurting your professional development?
- What do you feel like you're learning from this assignment?
- What are your biggest concerns about your current project(s)?
- What, if anything, did you used to do that you find you don't have time for right now?
- Do you feel that your work is appreciated?
- How does your work compare to your expectations when first starting here?
- What are you working on that you don't want to work on?
 - Do you not want to work on it because you aren't interested or because you think it's not important?

- What would you like to achieve by the end of the year?
- What's top of mind right now that we haven't talked about yet?
- Are you happy in your role? What could make it better for you?
- Which one best describes you during the past

month? 😊 😐 😞 🤔 😓 😲 😱 😭

Identify flight risk

- Are you happy working here?
- On a scale of 1–10, how happy are you at work?
 - What's something I could do to get you to a 10?
- What would convince you to leave for a job somewhere else?
- Why do you think [employee who recently quit] left?
 - What did they tell you?
 - Is there something we should change?
- Are you satisfied with your current role, position, and team?
- Which company values do you like the most? Which the least? Why?
- What's your dream job?
- What kind of a workplace would help you be the happiest version of yourself?

Feedback

- How do you prefer to receive feedback?
 - When's the best time to give feedback on your work?
- What's a recent situation you wish you handled differently? What would you change?
- What's an area of your work you want to improve?
- What aspect of your job you would like more help or coaching?
- Do you feel you're getting enough feedback?
- Is your work meeting your own expectations?
- How many hours a day do you feel you're productive? How could we help you be more productive?
- Is there anything that you think I should know about?
- We haven't been achieving this goal; I want to work with you to figure out why.
- Is there anything you're currently working on getting better at?
- Do you prefer to get feedback in writing, so you have time to digest it, or are you comfortable with less formal verbal feedback?
- What is the best piece of feedback you've gotten from a supervisor or peer?
- Is there an area/project/skill where you'd like to get more feedback?
- What would you do differently if you were me?

- What's one thing that you think I don't want to hear, but that would be good for me to hear?
- What is the best feedback that you've gotten in the last 90 days?
- What's one thing you think you should do more of?
- What type of feedback is most valuable to you?
- What type of feedback are you missing?

Team

- Do you feel like you're on the same page with the team? How often do you think you need meetings to ensure you stay that way?
- Are there any meetings or discussions you feel you should be a part of that you're not? Are you included in any you don't want to be a part of?
- Who would you like to work more often with? Why?
- Is everyone pulling their weight on the team?
- Is there anyone you think you should be working more closely with but aren't?
- Who is doing a great job on the team? What have they done?
- Who on the team impresses you? Why?
- Who on our team deserves a shoutout for their work and why?
- Who on the team do you have the most difficulty working with? Why?
- Who would you like to work more/less often with? Why?
- What do you like most about working on our team?
- Do you have any questions about what other team members are working on?
- Do you help other members of the team?
- Do others help you when you need it?
- Are you uncomfortable giving any of your peers' constructive criticism? If so, why?
- What's an inexpensive thing we could do to improve our office environment for the team?
- If you were to build a small team to work with, who would be on it?
- Who do you have a hard time working with? Why?
- What makes someone fit for our team?
- Is there anything you would do to improve how the team collaborates?
- What would you change about our team?
- How could we change our team meetings to be more effective?
- How would you describe the personality of the team? What sort of person would be a good fit here? What kind of person would add something we're currently missing?
- How would you describe the division of work among team members?

- Is there anything you'd like to see change about the team, and if so, why?
- Do you think our team activities are inclusive? What can we do to make them more inclusive?
- If you were in my shoes, what would you change with the team?
- Is there anything we can do to improve team dynamics?
- What is a difficult but useful conversation that you think could be had in our team that we are not having?
- Is there anything that would be productive for me to re-explain to our team?

Company

- Do you have any questions about the organization?
- Have you noticed anything at the company that felt off lately?
- What's the biggest opportunity that we're not thinking about?
- How can the team operate better together? Where are we failing? Where are we succeeding?
- What's your least favorite thing about the product?
- How do you feel about the company's future? Why do you say that?
- If you were the CEO, what changes would you make?
- What is the company not doing today that we should do to better compete in the market?
- What's the biggest opportunity we're not pursuing?
- What's one thing we'd be *crazy* not to do in the next quarter to improve our product?
- Do you think our company is taking care of its employees? Why or why not?
- Are there any aspects of our culture you wish you could change?
- What are your favorite parts of our culture?
- What is the number one problem at our company? Why?
- How could we be more creative or innovative as a company?
- How well do you feel like you relate to your coworkers? Do you view them as friends, acquaintances, or strangers?
- What don't you like about our product or services?
- What's the best thing about working here?

Build Rapport

- How are you? How is life outside of work?
- What do you love to do outside of work?
- What do you like to do in your free time? What are your hobbies?
- What did you do last weekend?
- What's your favorite thing about work?

- What's one thing we could change about work for you that would improve your personal life?
- If around a holiday: Do you celebrate Holiday? How was it?
- How are your family members doing?
- How are your parents/grandparents? Where do they live? Do you visit them?
- If they have children: How is name of the child doing? (Ask something related to their age like starting school, playing sports, or other interests.)
- Do you have any exciting plans for summer/holidays/new year?
- What did you do for fun in the past that you haven't had as much time for lately?
- What drives you? What motivates you to come to work each day?
- As a kid, what did you want to be when you grew up?

Changes at work

- How do you feel about the recent news? Why do you say that?
- What concerns do you have about the change? What should we do to address them?
- What's going well and not so well with the new situation/development?
- What are your understandings of the new goals and expectations?

- How is the new situation/development affecting your work? What could be getting in the way of your being effective?

Issues

- Could you tell me a little more about that?
- Can you share some of the details around that particular issue? (Who was involved? Where? When? For how long?)
- What do you think caused that to happen?
- What did you like least about that?
- How did that affect you?
- How did that make you feel?
- If you could change what happened, how would you alter it?

Kaizen/Retrospective

- What are your impressions of our 1-on-1s? What could we do differently or better?
- I'm trying to make my 1-on-1s better and would appreciate your honest feedback on this one — what did you like about it, and what could be improved?
- What are your honest impressions of this meeting?
- What do you like about our one-on-one meetings? What can be improved?