



One-to-One Meeting Template

A practical structure for focused, useful and consistent conversations

The employee should own most of the agenda.

Use this template to prepare, create space for an honest conversation, and leave with clear actions. Not every question needs to be covered in every meeting.

Suggested rhythm

- ☐ 30 to 60 minutes, held regularly
- ☐ Employee shares the agenda in advance where possible
- ☐ Both parties add topics and actions
- ☐ Actions are reviewed at the next meeting

LeadReady Coaching

Before the meeting

Spend five minutes of preparation. The aim is not to script the conversation, but to identify what matters and make good use of the time.

Employee	_____	Last review	_____
	_____		_____
Date	_____	Review period	_____
	_____		_____

A	Employee preparation Bring the topics were discussion, support or a decision will be most useful.
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What would make this meeting useful for me?

What progress or achievement do I want to discuss?

Where am I stuck or unclear?

What support, feedback or decision do I need?

B	Manager preparation Consider the person, not just the work.
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What should I recognise or reinforce?

What feedback or challenge would be useful?



What commitments did I make last time?

One-to-one conversation

Employee

Last review

Date

Review period

1

Check in

Start with the person before moving to tasks and delivery.

How are things going, both generally and at work?

What is taking up most of your attention or energy at the moment?

2

Progress and recognition

Review what has moved forward and what should be acknowledged.

What has been going well since our last meeting?

What progress or contribution are you most pleased with?

3

Priorities and workload

Create clarity on what matters most and what may need to change.

What are your main priorities before our next meeting?

Is anything competing for attention or creating an unrealistic workload?

Explore, support and develop

4

Challenges and decisions

Use questions before moving into advice or problem-solving.

What is getting in the way?

What options have you considered?

What decision, input, or support do you need from me?

5

Development and career

Keep development active rather than limiting it to formal review points.

What are you learning at the moment?

Which skill, behaviour or experience would you like to develop next?

What opportunity would help you make progress?

6

Two-way feedback

Make feedback specific, balanced, and connected to future action.

What feedback would be useful to discuss today?

What could I do differently to support you or the team?

Actions and follow-up

End by summarising the conversation, agreeing to ownership and confirming what will happen next.



7

Key takeaways

Capture the points that matter, not a full transcript.

What are the main conclusions or decisions from this meeting?

8

Agreed actions

Make each action specific and give it a clear owner.

tion

Owner

Due date

Status

9

Close the meeting

Check understanding and make the next conversation easier.

What would be useful to carry forward to our next one-to-one?

Next meeting date: _____

Manager guide: running a useful one-to-one

A one-to-one should not become a status update that could have been handled elsewhere. The purpose is to understand the person's perspective, create clarity, and support progress.

Prepare, but do not over-script

Review previous actions and identify any feedback or recognition to discuss.

Let the employee lead

Ask what would make the conversation useful. Avoid filling every pause.

Listen for what is not yet clear

Explore assumptions, blockers, and competing priorities before offering solutions.

Coach before advising

Ask what the employee thinks and what options have been considered. Share advice when it adds value.

Be specific with feedback

Describe the behaviour or situation, the impact and what should continue or change.

Finish with ownership

Agree actions, owners and dates. Review them at the next meeting.



Quick quality check

Use after the meeting to improve the next one.

- ☐ **The** employee spoke for most of the meeting
- ☐ **We** discussed the person as well as the work
- ☐ **I** listened before offering advice
- ☐ **Feedback** was clear and specific



- ☐ **Actions** have named owners and dates
- ☐ I followed through on my previous commitments

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