

ONE-ON-ONE MEETING TEMPLATE



Ask (Allow 80-90% of the meeting time for the employee to talk while you use probing, open-ended questions.):

- How are things going? (You can ask any general question just to get him/her to talk, but keep the discussion focused on work items.)
- What's going well? (Typically, the employee will discuss the things he/she likes to do, or focus on, in his/her role.)
- What do you want to improve? (Encourage the employee to discuss his/her least favorite or most difficult job assignments.)
- What can I do to help? (Make sure you follow through to continue to build trust.)
- What do I need to do to be a better leader? (Use this information for self-evaluation and adjustments, if needed. Make sure to reinforce you heard his/her feedback and are "doing something" with it -- again, to build trust.)

Feedback (The remaining 10-20% of the meeting time allows you to provide your own observations and ask for changes.):

- Provide positive observations. (You should already be doing this in "real time" as positive things happen with employees or they do a good job on something, but this allows you time to reiterate it and be specific about things he/she has been doing well.)
- Offer suggestions for "fine tuning" – some things to work on, which are usually those things the person already said he or she wants to improve. (Provide constructive feedback and set clear expectations.)