# One on one meeting template for managers and their team members

A one on one meeting template gives a manager and a team member a short agenda where the employee's items come first, followed by progress, the manager's items, development and new actions with owners and dates. This kit has a blank 30-minute agenda, a 45-minute first one-to-one, 30 questions grouped by moment and an action log that runs from one meeting to the next, each with a filled fictional example.

30 minutes | 2 participants | In person or online

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## The outcome

In 30 minutes every two weeks, the employee raises up to three items of their own and leaves with each one settled, given a next step or noted. Every action is in one shared log with one owner who said yes and a due date, and open actions are checked at the next one-to-one.

## Before the session

- For managers and team leads who hold regular one-to-ones, and for trainers who teach new managers. For a team meeting, use the meeting agenda template instead.
- Agree one shared document per person for the agenda, notes and action log, readable only by the two of you. Book a recurring 30-minute slot, for example every second week.
- By the day before, the employee writes up to three items as short questions and both people update the status of their own actions. The manager reads the items and adds up to two of their own.
- Send the agenda as plain text that a screen reader can read. Items can be written instead of spoken. Cameras are optional online, either person can pass on any question, and nobody has to share anything personal.

### Included in this kit

A facilitator run of show, participant worksheets with real tables, reference tables, debrief questions, adaptation notes and a follow-up plan. Use the editable Word copy to tailor examples and prompts before delivery.

Original material by Superglue. Timings are suggestions; adjust them to your participants. This resource has not been independently evaluated.

### What is inside

- Blank one-to-one agenda
- First one-to-one agenda
- One-to-one question bank
- Action log
- Filled example: 30-minute one-to-one
- Filled example: what the first one-to-one agreed
- Filled example: action log
- Filled example: one-to-one log
- Facilitator section: run of show, reference tables, debrief and adaptations

# Blank one-to-one agenda

The employee writes their items in rows 2 to 4 by the day before. Leave an item empty if there is nothing to raise. Write what you agreed in the last column while you talk. Planned length: 30 minutes.

**Employee, manager, date and time**

_____

| Part | Min | Leads | Notes and what we agreed |
|---|---|---|---|
| 1. Check-in | 2 | Employee | |
| 2. The employee’s item 1 | 10 for all three | Employee | |
| The employee’s item 2 | | Employee | |
| The employee’s item 3 | | Employee | |
| 3. Progress and obstacles on open actions | 6 | Both | |
| 4. The manager’s items | 4 | Manager | |
| 5. Development | 5 | Employee | |
| 6. New actions: read back what, who and by when | 3 | Both | |

# First one-to-one agenda

For the first one-to-one with a new team member or a new manager: 45 minutes to learn how each person works and to agree the rhythm. Use the prompts that fit; either person can pass on any of them.

| Part | Min | Leads | Prompts | Notes |
|---|---|---|---|---|
| 1. What this meeting is for | 5 | Manager | Say: “This time is mainly yours. It is not a performance review and not about pay. We will agree how our one-to-ones work.” | |
| 2. How you like to work | 10 | Employee | How do you like to get information: written, spoken, or both? When in the day do you do your best thinking? What should I know about how you work? Share only what you choose. | |
| 3. Your work now | 10 | Employee | What are you working on? What is going well? What is unclear or worrying you? What would help in the next month? | |
| 4. What I offer and what I ask | 8 | Manager | How to reach me, and how fast I reply. Which decisions you can make yourself. What I need to hear early. How I give feedback, and how you can give it to me. | |
| 5. Agree our rhythm | 7 | Both | How often and how long? Who writes the agenda? Where do the notes live, and who can read them? What happens when one of us has to move a meeting? | |
| 6. First actions | 5 | Both | One to three actions, each with one owner who says yes and a date. Book the next one-to-one now. | |

**What we agreed: how often, how long, where the notes live, who can read them**

# One-to-one question bank

Thirty questions grouped by the moment in the meeting. Choose one or two for each part. You do not need to ask them all, and either person can pass.

| Moment | Question |
|---|---|
| Check-in | What is taking most of your attention this week? |
| Check-in | On a normal day, what would you like more of, and less of? |
| Check-in | Is there anything we should deal with first today? |
| Check-in | What has gone well since we last met? |
| Check-in | How full is your week, from light to overloaded? |
| The employee's items | Which of your items matters most to you today? |
| The employee's items | What do you need from me on this: to know, to give a view or to decide? |
| The employee's items | What would make this item feel settled when we finish? |
| The employee's items | Is there something you have been waiting for the right moment to raise? |
| The employee's items | What do you want me to hear, even if we cannot solve it today? |
| Progress and obstacles | Which open action moved, and which one is stuck? |
| Progress and obstacles | What is in your way that I could remove or ask about? |
| Progress and obstacles | Which deadline no longer looks realistic, and what date would be? |
| Progress and obstacles | Who else do you depend on for this, and do they know? |
| Progress and obstacles | Which action can we drop because it no longer matters? |
| Development | What would you like to get better at in the next three months? |
| Development | What would you like to try that you have not done here yet? |
| Development | Who do you know who does that well, and could you watch them work? |
| Development | What small piece of work could you take on to practise it? |
| Development | What should we look at again in our next development conversation? |
| How we work together | What do I do that helps you get your work done? |
| How we work together | What could I do differently that would make your work easier? |
| How we work together | Is my way of giving you feedback working for you? |
| How we work together | Is our one-to-one rhythm right: how often, how long, which day? |
| How we work together | What do you hear from the team that you think I should know? |
| Closing and actions | What will each of us do before we meet again, and by when? |
| Closing and actions | Which action is yours, and is the date realistic? |
| Closing and actions | What did we agree that you would explain differently to someone else? |
| Closing and actions | Is there anything you did not get to say today? |
| Closing and actions | When is our next one-to-one, and does it still suit you? |

# Action log

One log for all your one-to-ones. One row for each action. Write the owner only when that person has said yes. Status: open, done or dropped. Check the open actions at the start of every one-to-one.

| # | Action (starts with a verb) | Owner | Agreed on | Due | Status |
|---|---|---|---|---|---|
| A1 | | | | | |
| A2 | | | | | |
| A3 | | | | | |
| A4 | | | | | |
| A5 | | | | | |
| A6 | | | | | |
| A7 | | | | | |
| A8 | | | | | |
| A9 | | | | | |
| A10 | | | | | |

# Filled example: 30-minute one-to-one

Fictional. A learning coordinator and the learning team lead, Thursday 12 November 2026, 14:00 to 14:30. The minutes add up to 30: 2 + 10 + 6 + 4 + 5 + 3.

| # | Start | Min | Part | Leads | Notes and what we agreed |
|---|---|---|---|---|---|
| 1 | 14:00 | 2 | Check-in | Employee | Busy week: two courses running at once. Nothing to flag before we start. |
| 2 | 14:02 | 10 | The employee’s items | Employee | Three items, sent on Wednesday 11 November. (1) Wants to facilitate part of a course, not only coordinate it: taken into Development. (2) The Friday reporting task takes two hours on the busiest day: it moves to Monday morning (A9). (3) Not clear how the December rota is decided: the manager explains in writing (A10). |
| 3 | 14:12 | 6 | Progress and obstacles on open actions | Both | A5 (manager) is three days late; the manager finishes it today. A6 dropped: the survey is now set centrally. Two room clashes this month: A5 covers them. |
| 4 | 14:18 | 4 | The manager’s items | Manager | New booking system from Tuesday 1 December; the training date is in the team calendar. Noted. |
| 5 | 14:22 | 5 | Development | Employee | Item (1). Next step: shadow a senior facilitator on Tuesday 24 November (A7). The manager puts the employee forward for the January facilitation course (A8). |
| 6 | 14:27 | 3 | New actions: read back what, who and by when | Both | A7 to A10 read back; each owner said yes. Next one-to-one: Thursday 26 November, 14:00. |

# Filled example: what the first one-to-one agreed

The same fictional pair at their first one-to-one, Thursday 1 October 2026. It ran 50 minutes instead of 45.

| Topic | What they agreed |
|---|---|
| Rhythm | Every second Thursday at 14:00, 30 minutes. If one of us cannot make it, we move it to the next free working day, not cancel it. |
| Agenda | The employee adds up to three items in the shared document by Wednesday evening. The manager adds up to two. |
| Notes | One shared document that only the two of them can read. Actions go in the action log. |
| First actions | A1 for the employee, due Wednesday 7 October; A2 for the manager, due Friday 2 October. See the action log. |

# Filled example: action log

The same fictional pair, at the end of the one-to-one on Thursday 12 November: five open, four done, one dropped. A5 is overdue.

| # | Action (starts with a verb) | Owner | Agreed on | Due | Status | Days to due |
|---|---|---|---|---|---|---|
| A1 | Send the manager the three courses you support most often | Employee | Thu 1 Oct | Wed 7 Oct | Done | — |
| A2 | Add the employee to the course planning channel | Manager | Thu 1 Oct | Fri 2 Oct | Done | — |
| A3 | Send the draft onboarding quiz for review | Employee | Thu 15 Oct | Wed 21 Oct | Done | — |
| A4 | Ask facilities for the larger training room for 24 November | Manager | Thu 15 Oct | Fri 23 Oct | Done | — |
| A5 | Share the room booking checklist with the two new coordinators | Manager | Fri 30 Oct | Mon 9 Nov | Open | −3 |
| A6 | Draft three questions for the end-of-course survey | Employee | Fri 30 Oct | Fri 6 Nov | Dropped | — |
| A7 | Ask the senior facilitator to shadow the 24 November course | Employee | Thu 12 Nov | Wed 18 Nov | Open | 6 |
| A8 | Put the employee forward for the January facilitation skills course | Manager | Thu 12 Nov | Fri 20 Nov | Open | 8 |
| A9 | Move the Friday report to Monday morning in the team calendar | Employee | Thu 12 Nov | Mon 16 Nov | Open | 4 |
| A10 | Explain in writing how the December rota is decided | Manager | Thu 12 Nov | Tue 17 Nov | Open | 5 |

# Filled example: one-to-one log

The same fictional pair, 1 October to 12 November 2026. One row for every planned one-to-one, also a moved or cancelled one.

| Planned | Status | Held on | Min planned | Min used | Employee’s items | New actions | One thing to change |
|---|---|---|---|---|---|---|---|
| Thu 1 Oct | Held | Thu 1 Oct | 45 | 50 | 2 | 2 | Rhythm agreed: every second Thursday. |
| Thu 15 Oct | Held | Thu 15 Oct | 30 | 30 | 3 | 2 | Send items the day before. |
| Thu 29 Oct | Moved | Fri 30 Oct | 30 | 25 | 1 | 2 | Moved a day, not cancelled. |
| Thu 12 Nov | Held | Thu 12 Nov | 30 | 32 | 3 | 4 | Keep development as its own part. |

# Facilitator run of show

## 1 Check-in | 2 minutes

Start on time. Ask one check-in question from the bank, for example: “What is taking most of your attention this week?” Listen; do not solve anything yet. Then ask: “Is there anything we should deal with first today?” If something urgent comes up, it becomes the first of the employee’s items.

## 2 The employee’s items first | 10 minutes

Say: “Your items first. Which one matters most to you today?” Take the items in the order the employee chooses, about three minutes each. For each item ask: “What do you need from me on this: to know, to give a view or to decide?” Close each one aloud: “So we have settled it as [one sentence],” or “The next step is: [who] does [what] by [date]. Is that right?”, or “Noted. I have heard it.” If an item needs more time, agree a separate slot instead of taking the manager’s time.

## 3 Progress and obstacles on open actions | 6 minutes

Open the action log and go through the open actions, the manager’s first. Each owner says done, open or dropped. For an open action ask: “What is in your way, and what could I remove or ask about?” For a late action, agree a realistic date or drop it on purpose. Say: “An action we no longer need is better dropped than left open.” Update the status in the log while you talk.

## 4 The manager’s items | 4 minutes

Bring up to two items: news the employee needs, a request or a question. Say what you need: “I need you to know this,” “I would like your view,” or “I need a decision from you by [date].” Do not use this slot for performance ratings, pay or disciplinary matters; those belong in their own process. Say so if the employee raises them, and say where they will be handled.

## 5 Development | 5 minutes

Ask one development question, for example: “What would you like to get better at in the next three months?” Help the employee choose one small step: watching someone who does it well, one piece of work to practise on, or a course. Ask: “What do you need from me for that?” Write the step as an action only if the employee wants it.

## 6 Read back actions and book the next one | 3 minutes

Read each new action aloud from the log: the action, the owner and the date. After each one ask the owner: “Is that yours, and is the date realistic?” Delete an action that nobody says yes to. Then ask: “Is there anything you did not get to say today?” Confirm the date of the next one-to-one and end on time.

# Reference tables

## Who prepares what

| When | The employee | The manager |
|---|---|---|
| Before: by the day before | Write up to three items as short questions in the shared agenda. Update the status of your own actions. | Update the status of your own actions. Add up to two items of your own. Read the employee’s items; do not answer them in advance. |

| When | The employee | The manager |
|---|---|---|
| During | Leads the check-in, the employee's items and development. Chooses which item goes first. | Listens first. Asks the questions. Brings the manager's items in their own four minutes. Keeps the time. |
| At the end | Reads back their own actions and says yes or proposes another date. | Writes the actions in the shared log with one owner and a date. Books the next one-to-one. |
| After: within one working day | Checks the notes in the shared log and corrects anything that is wrong. | Does the manager's actions first. Does not add new points to the notes without saying so. |

### What belongs elsewhere

This template has no ratings, pay or disciplinary sections on purpose. Follow your own organisation's policies; this table is not legal or HR advice.

| Topic | Where it belongs | What to say or do in the one-to-one |
|---|---|---|
| Performance ratings or scores | Your organisation's performance review process | "That belongs in the review conversation on [date]. Today, what would help you most this week?" |
| Pay, bonus or grading | The pay process, through HR or the person who decides pay | "I cannot settle pay here. I will find out who decides and how, and tell you by [date]." |
| Disciplinary or formal capability matters | Your organisation's formal procedure, with HR advice | Stop the one-to-one notes on this topic. Arrange a separate meeting through the formal route. |
| A formal complaint or grievance | The grievance or complaints procedure | "Thank you for telling me. This needs the formal route so that it is handled properly. Here is how to start it." |
| Health, personal or family matters | Only what the employee chooses to share; HR or occupational health if adjustments are needed | Do not ask for details. Do not write them in the shared notes unless the employee asks you to. |

## Debrief and next steps

### Questions for reflection

- Over the last four one-to-ones, how many items did the employee raise, and how many did the manager raise?
- Which open action has stayed open the longest, and who owns it?
- Which one-to-one was moved or cancelled, and who moved it?
- When did a topic come up that belonged elsewhere, and where did it go?

### Adapt the session

- For a team lead with only two or three people, keep the same agenda and rhythm. Fewer people is no reason to drop the action log; it is the record that the one-to-ones produce something.

- For a 15-minute version, keep the check-in to one minute, give the employee's items seven minutes, check open actions in four and read back new actions in three. Move development to every second one-to-one.
- Online, keep the shared agenda and the action log on screen and edit them together. Cameras are optional. Either person can type an item or an answer in the chat instead of saying it.
- For an employee who prefers to write, ask for the items and the answers to one or two bank questions in writing before the meeting, and start from what they wrote. Passing on a question is always fine.
- In manager training, give each new manager the blank agenda and the action log and ask them to plan their next real one-to-one in ten minutes. For a practice session of the first one-to-one, use the new manager training kit.

### After the session

Within one working day, the manager checks that every action is in the log with an owner and a date, and the employee corrects anything that is wrong. Do the manager's actions first; an employee who sees them done is more likely to bring real items. Every fourth one-to-one, use two questions from the "How we work together" group to check the rhythm, and look at the one-to-one log together: how many meetings were held, moved or cancelled, and whose items took the time.

## Questions people ask

### What should a one on one meeting template include?

A short check-in, the employee's own items first, a check of open actions, the manager's items, a development question and new actions with one owner and a due date. A shared action log that runs across meetings matters as much as the agenda, because it shows whether the one-to-ones lead to anything.

### Who writes the agenda for a one-to-one?

Mainly the employee. In this kit the employee writes up to three items by the day before and the manager adds up to two. The employee's items come first, so the manager's news does not use up the time.

### How often and how long should one-to-ones be?

This kit plans 30 minutes every second week, and 45 minutes for the first one. These are planning choices, not rules. Agree the rhythm with each person at the first one-to-one, and check it every few months with the "How we work together" questions.

### What should not be discussed in a one-to-one?

This template leaves out performance ratings, pay and disciplinary matters on purpose. They belong in your organisation's own processes, with HR where needed. If they come up, say where they will be handled and by when. Health and personal matters are only discussed if the employee chooses to raise them.

### How is this different from the meeting agenda template?

The meeting agenda template is for a recurring team meeting with a decision log. This kit is for a conversation between two people, where the employee sets most of the agenda. To rehearse a first one-to-one with a group of new managers, use the new manager training session; the coaching questions kit holds questions for coaching someone through a problem.

## What is included in the free and editable files?

The open PDF has the blank 30-minute agenda, the first one-to-one agenda, the 30-question bank, the blank action log, filled examples of the agenda, the first one-to-one, the action log and the one-to-one log, and the six steps with words to say. Subscribers also receive the editable Word file, an Excel workbook with agendas that calculate times and minutes, an action log that counts days to each due date and actions by status and owner, a one-to-one log and the question bank, and a CSV of the question bank. The notes are a working record between two people, not a formal HR record.

## Use and sharing

Free to use and adapt in your own training sessions, including paid client work. Do not resell or redistribute the unmodified download as a standalone product. Share the resource page instead.