

# Manager One on One

CONVERSATION FRAMEWORK

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A one on one is not a status update. The manager should speak no more than 30 percent of the time.

Employee: \_\_\_\_\_ Date: \_\_\_\_\_

## OPEN — 5 MINUTES

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**How are you doing, genuinely?**

*Tip: Not a formality. Pause and wait for the answer.*

**Anything on your mind before we start?**

*Tip: Clears the air. Sometimes the most important thing comes out here.*

## CHECK IN — 10 MINUTES

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**What has gone well since we last spoke?**

*Tip: Start positive. It surfaces wins you might have missed.*

**What has been difficult or frustrating?**

*Tip: The real information lives here. Do not rush past it.*

**Is there anything blocking you right now?**

*Tip: Blockers left unaddressed compound. Your job is to clear the path.*

## GROWTH — 10 MINUTES

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**What are you learning at the moment?**

*Tip: If they cannot answer this, that is important information.*

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**Is there anything you want to do more of, or less of?**

*Tip: Surfaces job crafting opportunities and early disengagement signals.*

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**How do you feel about where you are heading?**

*Tip: Career direction, growth trajectory, sense of future. All in one question.*

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**SUPPORT — 10 MINUTES**

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**What can I do better to support you?**

*Tip: Ask this every time. Be prepared to hear difficult things.*

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**Is there anything you need from me that you are not getting?**

*Tip: More direct. Creates space for specifics.*

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**CLOSE — 5 MINUTES**

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**What is the one thing you want to focus on before we speak next?**

*Tip: Ends with clarity and ownership. Write it down.*

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**COMMITMENTS**

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What I will do: \_\_\_\_\_

What they will do: \_\_\_\_\_

Follow up date: \_\_\_\_\_