The 1-on-1 belongs to them

For growth, blockers and feedback. Not for status updates.



01 · A 30-MINUTE AGENDA

Check-in	Their topics	Open action items	Your topics + next steps
5 min	15 min	5 min	5 min
"How are you doing, really?"	Whatever they put on the agenda. You listen more than you talk.	What's done, what's stuck	Feedback, then who does what

02 · BEFORE, DURING, AFTER

Before

during the week

- Create the page in a restricted 1-on-1s folder in your personal space
- Share it and ping them to add topics
- You add yours too. Share any data up front, so nobody feels ambushed

During

30 min

- Their topics first. You talk less than you think you should
- Ask open questions, and end with "What else?"
- Take notes where you both can see them

After

until next time

- Write action items with an owner, and a due date if needed
- Do what you said you would
- Open the next 1-on-1 with these items

03 · 5 RULES FOR 1-ON-1S

Skip the status update

Jira and standups cover status. Talk about growth, blockers, feedback.

Let them own the agenda

They bring the topics. Yours go at the end.

Fixed rhythm, don't cancel

Same slot, weekly or every two weeks. Short on time? Shorten it: 5 min still counts.

Metrics start questions

Look at trends, check the system first, never compare people.

Follow up, every time

Close the loop on every action item.

04 · QUESTIONS THAT OPEN UP

"What's on your mind this week?"

"What's the most frustrating part of your work right now?"

"What would make the next two weeks easier for you?"

"What should I do more of, or less of?"

"What else?"

05 · TALK ABOUT / LEAVE OUT

- ✓ Growth: what to learn, where to be in a year
- ✓ Blockers they haven't said in standup
- ✓ Feedback, both ways
- ✓ Workload and energy
- ✗ Ticket status and sprint progress
- ✗ Comparing them with teammates