

Lattice on Lattice: Using Manager Tools Effectively

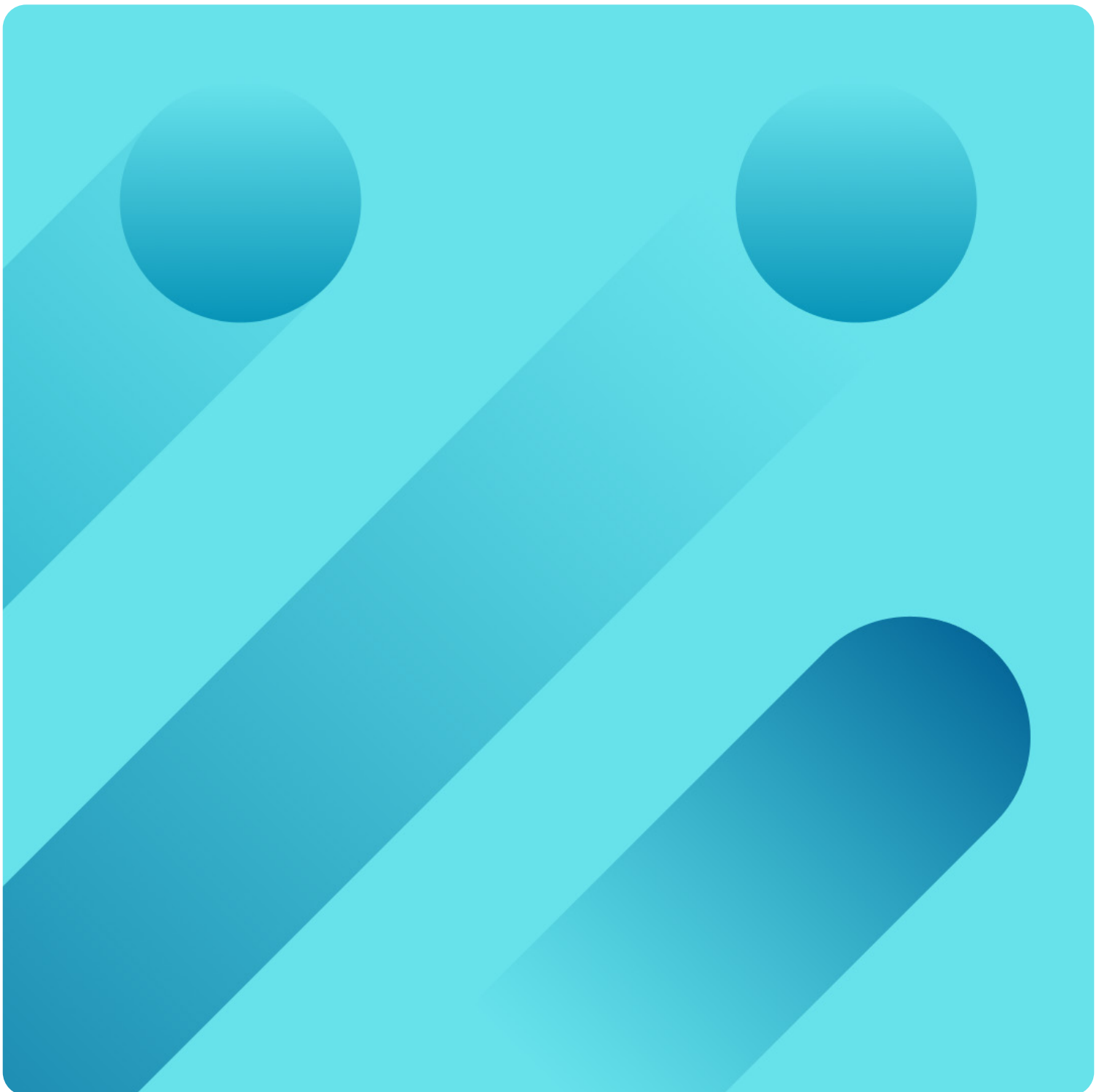


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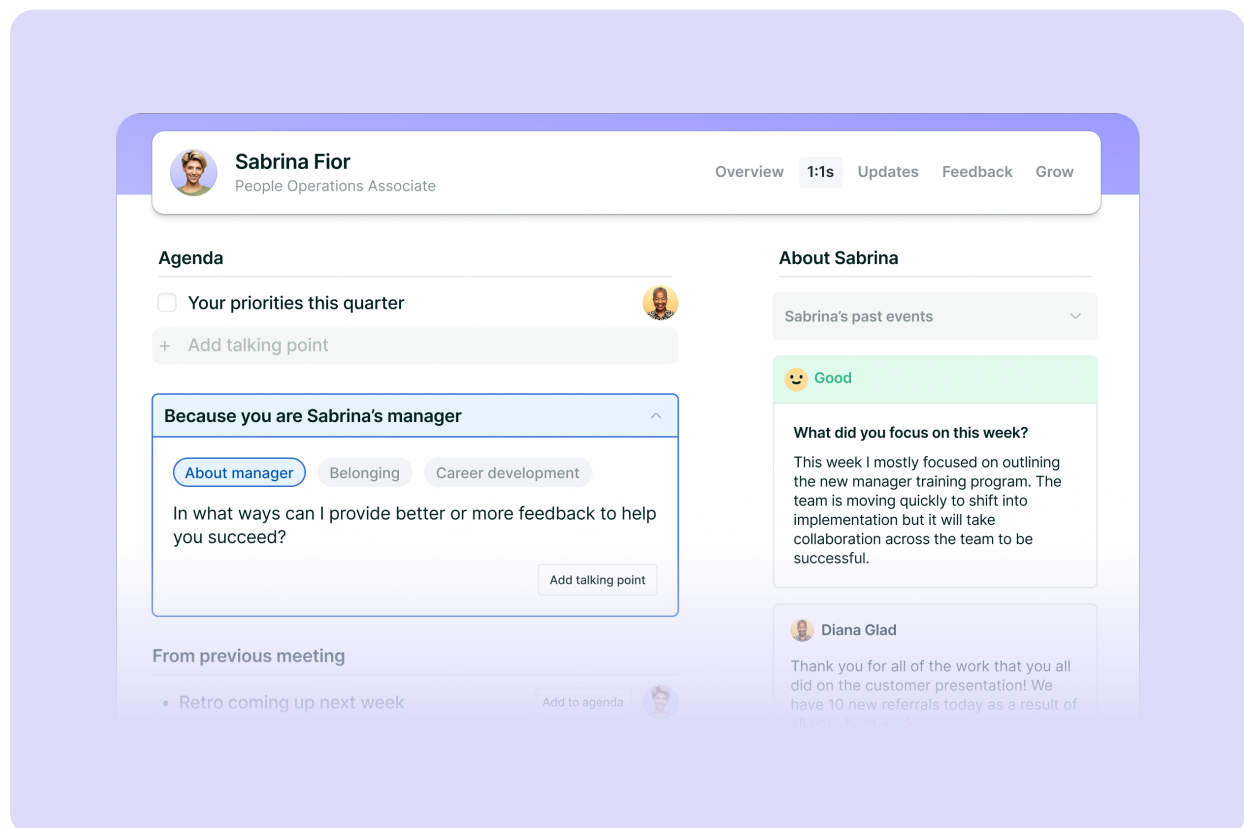
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Unlocking Performance Through the Power of Manager Tools in Lattice

The One-on-One Meeting: A Manager's Most Powerful Performance Lever

High performing teams are built in moments that matter. At Lattice, we've seen that when managers hold consistent, thoughtful one-on-ones, they unlock some of the most powerful drivers of employee engagement, performance, and retention. In fact, employees with regular check-ins are [3 times more likely to be engaged](#), and 38% more likely to stay at their company, according to Lattice's internal data. Done well, one-on-ones create clarity, reduce ambiguity, and strengthen trust, fueling high performance and growth.

But the real power of one-on-ones is unlocked when they're paired with additional manager tools. One-on-ones function best as the central node in a larger system of manager tools — connecting to weekly Updates, real-time Feedback, Growth Areas, and Goals. This network of context enables high-performing teams to stay aligned and empowered, while keeping development top of mind and reducing recency bias in performance reviews.

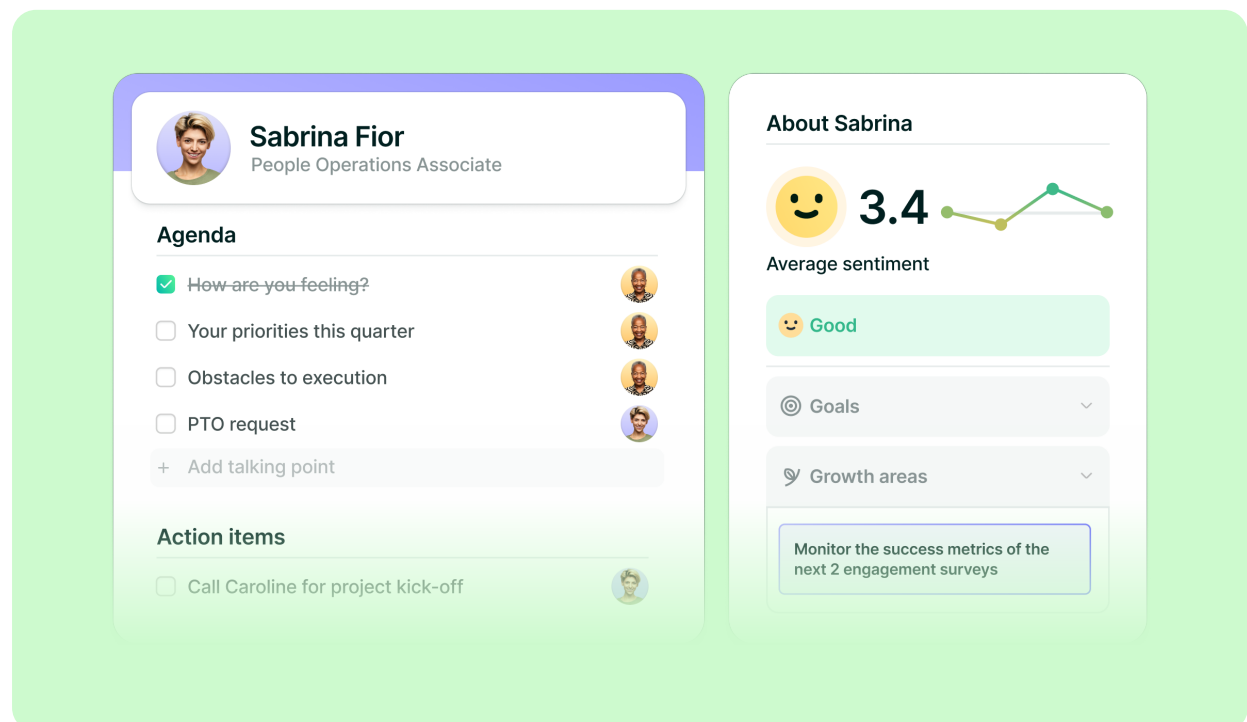


What We've Learned

1 One-on-ones aren't just meetings — they're an early warning system.

The best managers don't just track tasks, they pay attention to people. In the [2025 State of People Strategy Report](#), we found that most managers (78%) have daily or weekly check-ins with direct reports, and of those, 97% say they feel somewhat or very connected to direct reports. Managers who are meeting or exceeding their goals also report feeling very connected to their team.

At Lattice, we guide managers to hold weekly or bi-weekly one-on-ones with all reports, using shared templates and standing agenda items, while encouraging employees to add their own topics in advance. This ensures both sides come prepared, conversations are intentional, and context goes beyond the work itself.



That might mean following up on a moment of stress mentioned last week, checking in on how a big transition outside of work is affecting focus, or simply making space for the human behind the deliverables. It's not about prying, it's about context.

2 Managers need structure to lead with impact.

We provide core 1:1 templates for everyday use, as well as templates they can apply during inflection moments. For example, after a team restructuring, we coach managers to apply the manager one-on-one template for “[inheriting a new direct report](#).”

3 Regular 1:1s anchor the employee lifecycle.

Adding topical agenda items throughout the year to help guide managers to optimize their team’s impact. For example:

- Goal setting in H1 and H2
- Performance review talking points
- Compensation discussion talking points coming out of comp planning
- Growth conversations coming out of compensation cycles
- Engagement action planning guidance following engagement results
- Monthly reminders to request or give feedback

The real ROI comes when 1:1s, Updates, Feedback, and Goals are used together, not in silos.

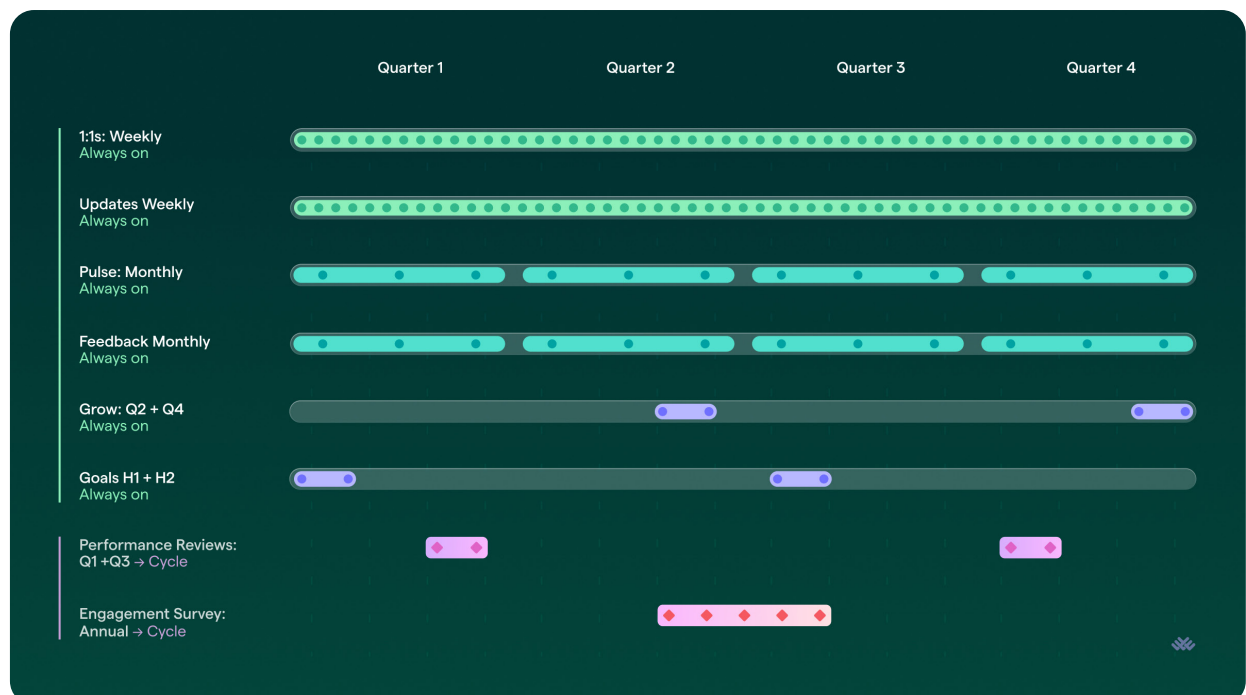
How We Do It

At Lattice, our adoption of one-on-ones is very high, as a result of intentional design around our employee lifecycle, cultural reinforcement, and systems that make participation easy. Here's the checklist we've followed to make it stick:

- Weekly or bi-weekly 1:1s with every direct report
- Shared agendas where both manager and employee add topics in advance
- Core templates and situational templates for moments of change
- Admin nudges with 1:1 talking points tied to the employee lifecycle (performance cycles, comp reviews, engagement follow-up)
- Connecting 1:1s with Updates, Feedback, Growth Areas, and Goals
- Publicly sharing usage stats to reinforce accountability and culture

This playbook has made one-on-ones not just a “meeting,” but a cultural cornerstone of performance and engagement.

Employee Lifecycle



What Works at Lattice

1 Manager One-on-ones Drive Clarity and Retention

Through our internal research at Lattice, we found a clear connection: Employees that consistently used Lattice 1:1s where both the manager and employee contributed were **38% more likely to stay** compared to those who didn't.

These one-on-ones weren't just calendar placeholders or time spent for the sake of it — they were intentional, structured, shared spaces to set expectations, track progress, give feedback, and support growth. The signal was clear: When employees have role clarity, they are more likely to stay.

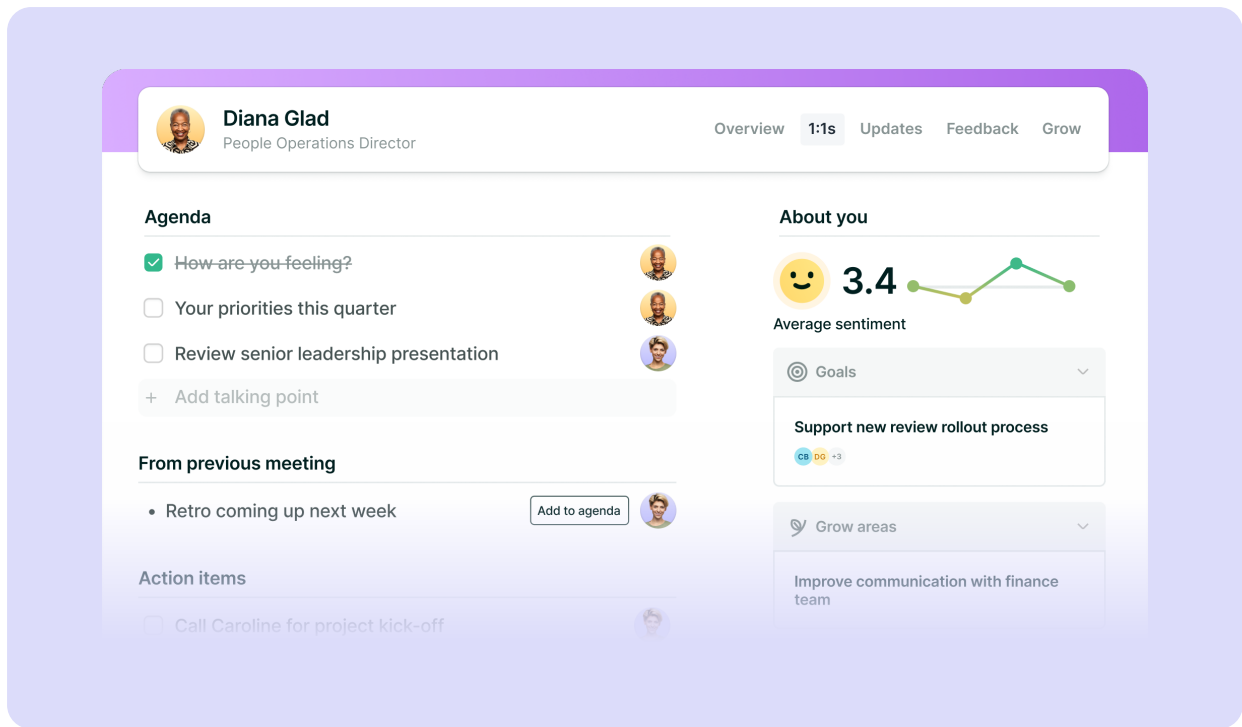
! Customer Tips:

- Sync Lattice 1:1s with Outlook/Google Calendar.
- Encourage both parties to own the agenda.
- Set expectations early by baking into onboarding and manager and IC training.
- Model shared agenda ownership at the leadership level.
- Document action items directly in 1:1s to create accountability.
- Share reminders of “why this is important” and adoption stats in company All Hands meetings.

2 Manager Tools Work Better Together

The hidden power of Lattice is in how 1:1s connect with:

- **Updates:** Weekly signals from employees about progress, blockers, and wins.
- **Feedback:** Continuous reinforcement or coaching in the moment.
- **Growth Areas:** Ongoing development focus, not just during review season.
- **Goals:** Real-time tracking of priorities and impact.



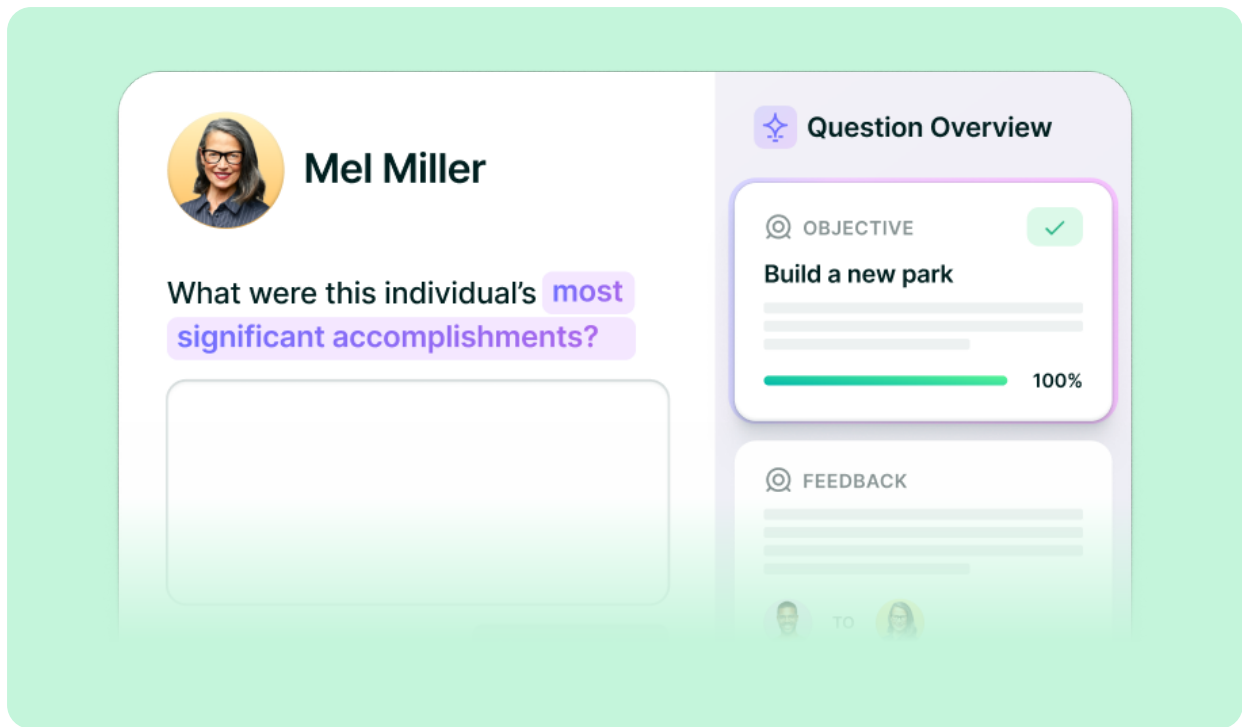
Why this matters: By linking these tools into 1:1s, managers don't just have better conversations, they drive real-time progress. That means alignment, feedback, and growth happen continuously not just during review season. Done well, this doesn't just make reviews easier, it's what powers high performance across the team.

Customer Tip:

When reviewing weekly updates, managers can easily click on the "add to 1:1" button, which adds the employee's comment into the next agenda. Lattice makes this easy with suggested agenda items that are pre-integrated into the 1:1 experience. Managers can also take advantage of recent Feedback, Updates, Goals, and Growth Areas that are always at their fingertips in the context panel of 1:1s.

3 Performance Reviews Without the Guesswork

With these connected touchpoints, Lattice's AI Agent is able to synthesize months of context, removing the burden of trying to recall specific examples or "big moments" at the end of the cycle. Reviews become more representative, inclusive, and developmental.



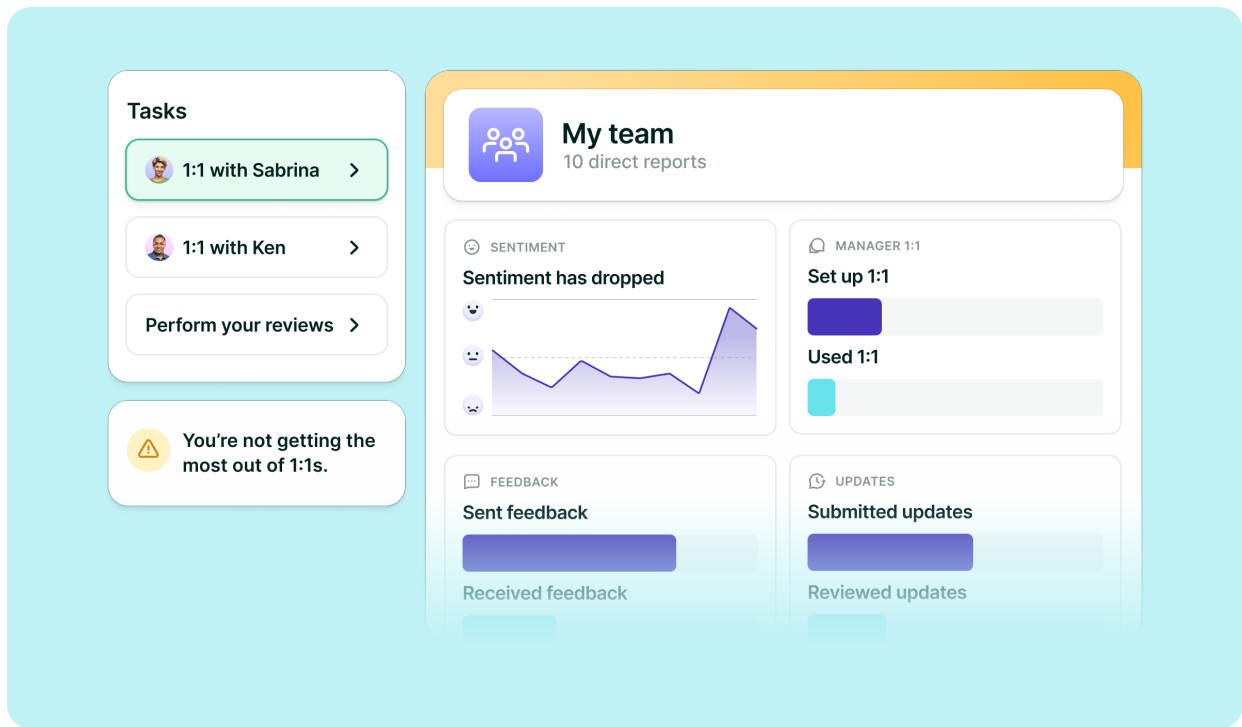
Customer Tip:

Encourage employees to reflect weekly using Updates and 1:1s. These entries become part of the data that AI pulls into performance review writing, so nothing meaningful gets lost or forgotten.

4 Usage and Adoption Are Reinforced by Culture

We set expectations during onboarding that everyone should have a recurring weekly or bi-weekly one-on-one with their manager. We ask managers to set up one-on-ones in Lattice with each of their direct reports. We also encourage people to set up recurring one-on-ones with cross-functional colleagues and mentors/mentees.

To increase awareness and build habits across teams, we share usage stats in our [monthly all-hands meetings](#). This keeps visibility high, celebrates progress, and reinforces cultural norms around continuous performance conversations. It's not just about numbers — it's about modeling how managers and employees can own growth together.



Customer Tip:

Share data publicly to increase accountability and even some friendly competition! Adoption breeds adoption, especially when leaders model the behavior.

5 Nudges That Respect the Rhythm of Work

We apply timely reminders to nudge managers and employees toward actions like having a growth conversation — not during a review crunch, but when it actually works for them. At Lattice, we focus these nudges during quarterly performance reviews and growth conversations, to give people space to reflect meaningfully, rather than reactively.

Customer Tip:

Avoid nudge fatigue. Instead, time reminders to align with your organization's natural rhythm, whether that's quarterly focus periods, milestone moments, or onboarding windows.

6 Supporting Work Styles to Build Inclusive One-on-Ones

At Lattice, we recognize that effective one-on-ones aren't one-size-fits-all. We encourage managers to adapt their approach to different work styles and preferences, such as providing advance notice and preparation time for those who work best with structure, while being flexible for those who thrive in more dynamic conversations.

This isn't just good management — it's part of [our commitment to DEIB](#). Honoring different communication and processing styles helps create more inclusive, equitable performance conversations where every employee can thrive.

Customer Tip:

Ask direct reports how they like to prepare for one-on-ones, and use that insight to co-create an agenda that meets them where they are.

Why This Drives High-Performing Teams

High-performing teams don't rely on memory, they rely on systems. Lattice's manager tools aren't a replacement for strong leadership, they're designed to equip managers with the context and structure they need to lead effectively. With less time spent searching for information, managers can focus on providing clarity, coaching, and support. When the system does the heavy lifting, managers can lead as a human, with impact and consistency at scale.



People + AI: Succeeding Together

Lattice's HR platform gives companies the tools they need to drive performance and build people-first cultures. Combining an HRIS with continuous performance, engagement surveys, compensation management, and career development, Lattice enables teams to invest in their people, empower managers, and accelerate business results.

With offices across North America, the UK, and Europe, Lattice serves more than 5,000 customers worldwide, including Slack, Gusto, Intercom, Ramp, Calm, NPR, Tide, and more. The company has ranked on the Inc. 5000 list of the fastest-growing private companies five years in a row. Learn more by visiting [Lattice's site](#).

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