Mind map

One-on-ones: how to structure them with your team

One-on-one meeting

Why 1:1s matter

- A space for candor, with no audience
- Small issues surface before they grow
- Without 1:1s, discontent turns into resignations

Common mistake: status reports

- Task updates eat up the time
- Career and obstacles never come up
- Status belongs in team meetings or messages

Questions that open up

- What's been challenging you lately?
- Where would you like to be in a year?
- What could I do differently as a leader?

Frequency and length

- Regularity matters more than length
- 20 to 30 minutes, weekly or biweekly
- Frequent canceling signals priorities

Adapt to the person

- New relationships: more frequent meetings
- Experienced people: more career focus
- Some prefer an agenda, others free flow

Warning signs

- Enthusiasm shrinking to the bare minimum
- Increasingly short answers
- Personal topics that disappear

Action plan

1. Open by asking what they want to bring today
2. Ask about challenges, career, and your own leadership
3. Listen more than you talk, with active listening
4. Take notes and follow up in the next conversation
5. Keep the cadence and avoid canceling the meeting

Key takeaway

> The 1:1 belongs to the team member: less task status, more listening, career talk, and follow-up.

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