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| One-on-One Meeting Template for Software Engineer Managers For:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| How’s life outside of work?  Any special interests? |  |
| At work, have things improved or not since our last meeting?   (You can highlight noticeable trends and summarize changes you’ve made.) |  |
| What skills are you working on? How do you feel about your progress? |  |
| Referencing metrics to highlight areas for improvement, “How do you feel about *xyz*?”   (Story points, code churn or complexity, utilization, etc.) |  |
| What can I do to better aid your efforts? Anything I should stop or start doing? |  |
| Are there any recent decisions you think could’ve been handled differently? How? |  |
| To wrap up then, let’s commit to (specific changes, focal points, and actions). |  |
| How is this meeting format working for you? Is there anything you would like to change? |  |

**Important points to remember:**

1. Never cancel a one-to-one.
2. Prepare in advance with notes and by removing distractions from the meeting space.
3. Listen. Let them vent. Avoid interruptions.
4. Customize meetings for the individual engineer - frequency, duration, tone, culture.
5. Transition back to the regular workday, “(Name), thank you for your efforts here at work and for your honest feedback. This is a two-way street in helping each other do our best and build a great team. I look forward to seeing what we accomplish by our next meeting.”
6. Most importantly, with everything - don’t be afraid to use your own words and to avoid saying the same thing, in the same way, all of the time.