

One on One Meeting Templates from AIHR

11 ready-to-use conversation guides for managers and their teams.

WHAT'S INSIDE

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Eleven meeting types, from weekly check-ins to career and wellbeing conversations.

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Suggested questions for both managers and team members.

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A timed agenda to keep every conversation on track.

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A notes column to capture key points and action items.

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AIHR's certificate programs give HR pros the practical playbooks behind templates like this one. Explore the preview lesson for free.

FEATURED VIDEO LESSON

Turn one-on-one meetings into talent growth conversations

Want to learn more? Preview the lesson from AIHR's **Talent Management Certificate Program** on how to connect employee conversations to long-term growth. The lesson covers how to:

- Identify development needs through better 1:1 conversations
- Use career mobility to keep critical talent engaged
- Turn feedback and follow-up into stronger talent decisions



PREVIEW LESSON

Regular One on One Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	What accomplishments are you most proud of since our last meeting?	
	Are there any projects or tasks where you're facing difficulties?	
	How are you progressing towards your current goals?	
	Is there any feedback you've received that you want to discuss?	
For employees	How do you see my progress in relation to the goals we've set?	
	In what areas do you think I can improve or focus on more?	
	Are there upcoming projects or priorities I should prepare for?	
	Could you provide specific examples of where I've met or exceeded expectations?	

One on one meeting agenda	
Progress update <i>(15 minutes)</i>	Review tasks and projects since the last meeting. Discuss any accomplishments and challenges.
Upcoming projects <i>(10 minutes)</i>	Outline upcoming tasks or priorities before the next meeting. Prioritize key objectives and allocate resources.
Feedback and support <i>(10 minutes)</i>	Exchange feedback on recent work. Discuss any support needed from management.
Personal check-in <i>(5 minutes)</i>	Quick discussion on wellbeing and work-life balance.
Action items <i>(5 minutes)</i>	Define action items and deliverables before the next meeting

First One on One Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	What are your initial impressions of the team and the company?	
	What do you see as your primary goals in the first 30, 60, 90 days?	
	How can I best support you during your transition?	
	What are your expectations from me as your manager?	
For employees	What are your expectations from me in the first few months?	
	Can you describe the team culture and dynamics?	
	What are the common traits of successful individuals in this team?	
	How will my performance be measured and reviewed?	

One on one meeting agenda	
Introduction <i>(15 minutes)</i>	Personal introductions and ice-breaker conversation.
Role and expectations <i>(10 minutes)</i>	Discuss the employee's role and what is expected from them. Outline the key responsibilities and success metrics.
Team & company culture <i>(10 minutes)</i>	Provide an overview of team dynamics and company culture. Explain how the team fits within the larger organization.
Goals and objectives <i>(10 minutes)</i>	Discuss initial goals for the employee. Talk about how these contribute to the team and company's success.
Support and resources <i>(10 minutes)</i>	Outline the resources available to the employee. Explain how the manager will support the employee's onboarding.
Next steps <i>5 minutes)</i>	Agree on the next steps and any immediate action items. Schedule the next one-on-one meeting.

Weekly One on One Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	What were your top priorities this week?	
	What progress have you made since our last meeting?	
	Are there any blockers or challenges I can help remove?	
	Is your workload manageable right now?	
For employees	Am I focusing on the right priorities this week?	
	Is there anything you want me to adjust or approach differently?	
	What feedback do you have on my recent work?	
	Are there any upcoming priorities I should prepare for?	

One on one meeting agenda	
Personal check in <i>(15 minutes)</i>	Start with a brief check-in on how the employee is doing, including workload, wellbeing, or any immediate concerns.
Progress update <i>(10 minutes)</i>	Review progress on tasks, projects, and goals since the last meeting. Discuss what went well and what still needs attention.
Current priorities <i>(10 minutes)</i>	Confirm the employee's top priorities for the week and make sure they align with team or business needs.
Blockers and support <i>(10 minutes)</i>	Identify any obstacles, resource gaps, unclear expectations, or decisions needed from the manager.
Feedback & recognition <i>(5 minutes)</i>	Share timely feedback on recent work and recognize progress, effort, or achievements from the week.
Action items & next steps <i>(5 minutes)</i>	Agree on next steps, owners, and follow-up points before the next weekly meeting.

Monthly One on One Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	What progress have you made toward your goals this month?	
	What were your biggest accomplishments or wins?	
	What challenges or blockers affected your work this month?	
	How are you feeling about your workload and priorities?	
For employees	How do you see my progress toward the goals we've set?	
	Are there any priorities I should adjust for the next month?	
	What feedback do you have on my recent work or performance?	
	Are there any skills or areas I should focus on developing?	

One on one meeting agenda	
Personal check in (15 minutes)	Start with a brief check-in on how the employee is doing, including workload, wellbeing, or any concerns they want to raise.
Monthly progress review (10 minutes)	Review progress on goals and key priorities from the past month. Discuss accomplishments, challenges, & any unfinished work.
Goal alignment (10 minutes)	Assess whether current goals and priorities are still relevant. Discuss any changes needed based on team or business needs.
Development & growth (10 minutes)	Discuss career goals, learning needs, skill development, and opportunities for the employee to grow in their role.
Priorities for next month (5 minutes)	Agree on the employee's key focus areas, upcoming projects, and support needed for the month ahead.
Action items & follow-up (5 minutes)	Agree on the next steps and any immediate action items. Schedule the next one-on-one meeting.

Onboarding & Training Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	How is the onboarding process going for you?	
	Are there areas in your training that you feel need more attention?	
	Do you feel equipped with the tools and resources to do your job effectively?	
	Is there any additional support that you need from the team or myself?	
For employees	What are the key skills I need to focus on developing in the short term?	
	Are there specific milestones I should aim for during my training period?	
	Can you recommend any resources/colleagues to reach out to for specific knowledge areas?	
	Is there a formal process for providing feedback on the onboarding experience?	

One on one meeting agenda	
30-day check-in	Review of the initial onboarding experience. Discussion of learning progress and integration with the team. Identification of any gaps in knowledge or resources needed.
60-day check-in	Evaluation of training progress and initial contributions. Feedback on role clarity and responsibilities. Goal-setting for the next 30 days.
90-day check-in	Provide an overview of team dynamics and company culture. Review of accomplishments and impact on the team. Planning for future projects and professional development.

Skip Level Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	How do you feel about the direction the team/company is taking?	
	What insights can you share about team dynamics and morale?	
	Are there suggestions you have for improvements in management practices?	
	What are the key challenges you believe our department is facing?	
For employees	What is your vision for where the team or department is headed?	
	How can I align my work better with the organization's broader goals?	
	From your perspective, what challenges is our team facing?	
	How can I provide feedback that is constructive and helpful to you?	

One on one meeting agenda	
Introduction and purpose <i>(5 minutes)</i>	Explain the purpose of the skip-level meeting. Establish rapport and open lines of communication.
Company & team updates <i>(10 minutes)</i>	Share any relevant updates from leadership or company level. Discuss how these may impact the employee and their team.
Employee insight <i>(15 minutes)</i>	Solicit the employee's perspective on their role and team dynamics. Discuss any suggestions for improvement or change.
Leadership & support <i>(10 minutes)</i>	Ask about the employee's experience with their direct manager. Identify ways in which leadership can better support their efforts.
Feedback for management <i>(10 minutes)</i>	Invite the employee to share feedback or concerns regarding senior management or company direction.
Closing & action items <i>(5 minutes)</i>	Summarize key points and any action items. Thank the employee for their candor and participation.

OKR Goal Setting & Planning Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	How do you feel about the direction the team/company is taking?	
	What insights can you share about team dynamics and morale?	
	Are there suggestions you have for improvements in management practices?	
	What are the key challenges you believe our department is facing?	
For employees	What is your vision for where the team or department is headed?	
	How can I align my work better with the organization's broader goals?	
	From your perspective, what challenges is our team facing?	
	How can I provide feedback that is constructive and helpful to you?	

One on one meeting agenda	
Review previous OKRs <i>(10 minutes)</i>	Assess the outcome of previous OKRs. Identify lessons learned and areas for improvement.
Set new OKRs <i>(20 minutes)</i>	Define new objectives and key results for the upcoming period. Ensure alignment with team and company goals.
Resource planning <i>(10 minutes)</i>	Discuss and allocate resources needed to achieve OKRs. Plan for potential obstacles and how to address them.
Commitment and tracking <i>(5 minutes)</i>	Agree on commitment levels to the OKRs. Decide on a tracking and review process.
Action items <i>(5 minutes)</i>	Detail the next steps and assign responsibilities.

Problem-Solving Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	Can you describe the problem you're facing in detail?	
	What solutions have you considered or tried so far?	
	Who else is affected by this issue, and how?	
	What do you think is the root cause of this problem?	
For employees	What has been done in the past to address similar problems?	
	Who else should be involved in the problem-solving process?	
	What constraints should we be aware of when proposing solutions?	
	How will the success of the chosen solution be measured?	

One on one meeting agenda	
Define the problem <i>(10 minutes)</i>	Clearly state the problem that needs to be addressed. Gather initial thoughts and perspectives.
Idea generation <i>(20 minutes)</i>	Solicit the employee's perspective on their role and team dynamics. Discuss any suggestions for improvement or change.
Solution evaluation <i>(15 minutes)</i>	Critically evaluate the feasibility of brainstormed solutions. Discuss pros and cons and potential impact.
Action plan <i>(10 minutes)</i>	Select the best solution(s) and develop an action plan. Assign roles and set deadlines for implementation.
Next steps <i>(5 minutes)</i>	Summarize the discussion and confirm understanding of the action plan.

Career Development Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	What professional growth opportunities are you looking for?	
	How do you see your career path evolving in the next year or two?	
	Are there skills you'd like to develop or improve?	
	What kind of projects would you like to work on to expand your expertise?	
For employees	What opportunities are there for advancement in my role?	
	Are there particular skills or qualifications that would make me a stronger candidate for future roles?	
	Can we create a development plan that includes specific steps for my growth?	
	What training or learning opportunities does the company provide?	

One on one meeting agenda	
Career path discussion <i>(10 minutes)</i>	Discuss long-term career aspirations and interests. Identify the skills and experiences necessary for desired growth.
Skill gap analysis <i>(20 minutes)</i>	Evaluate current skills against those required for future roles. Plan for addressing any gaps through development opportunities.
Professional development planning <i>(15 minutes)</i>	Identify specific steps and strategies for professional growth. Discuss potential mentors, training, or projects to take on.
Feedback & support <i>(10 minutes)</i>	Solicit feedback on current performance related to career goals. Discuss how the manager and organization can support development efforts.
Action items & follow-up <i>(5 minutes)</i>	Define clear action items and timelines for development activities. Schedule follow-up meetings to review progress.

Brainstorm Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	What innovative ideas do you think could improve our processes or products?	
	How can we overcome current limitations or challenges creatively?	
	Are there any areas of opportunity you've identified that we haven't explored?	
	What can we do to foster a more innovative culture within our team?	
For employees	How open is the team or company to trying new approaches suggested by employees?	
	Can you provide feedback on my ideas from previous discussions?	
	Are there any areas where you think innovation is particularly needed?	
	How are innovative ideas evaluated and implemented within the team?	

One on one meeting agenda	
Welcome & goals <i>(5 minutes)</i>	Set the tone for the meeting, clarify the main objective, and agree on what a useful outcome would look like.
Context & background <i>(5 minutes)</i>	Briefly explain the issue, opportunity, or topic being discussed, including any key background information needed.
Idea generation <i>(20 minutes)</i>	Explore possible ideas, solutions, or approaches openly, focusing first on quantity rather than evaluation.
Review & prioritize <i>(10 minutes)</i>	Group similar ideas, identify the most promising options, and assess them based on impact, feasibility, and relevance.
Next steps <i>(5 minutes)</i>	Agree on follow-up actions, responsibilities, timelines, and any support or information needed to move forward.

Employee Wellbeing Meeting

Date	
Manager	
Team member	

	Questions	Notes
For managers	How are you feeling about your work-life balance currently?	
	What aspect of your job do you find the most fulfilling?	
	Are there any stressors at work that you would like to discuss?	
	How supported do you feel in your role from a mental and emotional standpoint?	
For employees	What support does the company offer for work-life balance?	
	Are there any wellness resources or programs available to employees?	
	How does the company address burnout or work-related stress?	
	What is the company's policy on mental health days or personal time off?	

One on one meeting agenda	
Opening & purpose <i>(5 minutes)</i>	Set a supportive tone, explain the purpose of the conversation, and invite the employee to share how they are feeling overall.
Wellbeing check-in <i>(10 minutes)</i>	Review the employee's workload, discuss any stress or overwhelm, and explore ways to support a healthier work-life balance.
Support and resources <i>(10 minutes)</i>	Talk through available support systems, wellbeing programs, benefits, and any barriers to accessing them.
Goals and action plan <i>(10 minutes)</i>	Agree on personal wellbeing goals, practical next steps, responsibilities, timelines, and any support needed.
Action items & follow-up <i>(5 minutes)</i>	Summarize the key takeaways, confirm follow-up plans, and encourage open communication about wellbeing going forward.

Related Resources

Explore more expert insights and tools from the Academy to Innovate HR

FREE TEMPLATE



Performance Improvement Plan Template & Guide [Free Download]

Set clear goals, define next steps, and track employee progress with a structured PIP template.

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