READY-TO-USE TEMPLATE

Your First One-to-One Together

A first 1:1 agenda and a revisable working agreement.

40 minutes | First 1:1 and working agreement

Use the supplied wording as it is, or change it together. The Word file and Notion template are editable. Keep only notes you need.

Before the conversation

Share the questions, with no requirement to disclose personal details.

I would like us to compare how we work and what you need from me. These questions are invitations. We can skip anything, answer later, or change the agenda. I will share my answers too.

0-10 min · Hear their experience

Start with what already exists.

What should I understand about the work and the team before changing anything? What are you proud of here? What has made it harder to do good work?

Notes and changes for our situation

Your First One-to-One Together

WORKING AGENDA / CONTINUED

10-20 min · Agree everyday communication

Ask about practical preferences rather than personality types.

What needs a live conversation, and what can be written? How should we flag something urgent? When do you need uninterrupted time? How would you like feedback to be raised?

20-30 min · Clarify support and authority

Distinguish preference from a real organizational requirement.

Which decisions are yours? Which need a check, and with whom? What context or access do you need from me? Where is our authority unclear? What will I need to verify rather than promise today?

Notes and changes for our situation

Your First One-to-One Together

WORKING AGENDA / CONTINUED

30-40 min · Try a working agreement

Keep the first version provisional.

Our usual check-in:
How we will raise an urgent concern:
Decisions you can make:
Support I will provide:
One thing we want to protect:
Unanswered questions and who will check them:

Two-week review

Put this in the calendar now.

What have we learned about working together? Which part of our agreement helped? Which part needs changing? What have I done that surprised you, and what context might help me understand it?

The thinking behind it

You are joining an existing environment, not starting with an empty page. Be willing to let what you hear alter how you lead.

Read When Mattering Isn't Enough by Nic Payne

Keep the useful part

A shared record, not a transcript. Agree what belongs here and what should stay private.

Date / people / purpose

What we agreed

Next step / owner / support / date

What remains open

When we will return to it

Which assumption about the team am I ready to revise?