

How to Use This Question Bank

Pick 3-5 questions per session. Don't interrogate — have a conversation. The best 1-on-1s feel like a safe space, not a status update. Rotate categories based on what the person needs right now.

General Check-in (Start Here)

1. How are you doing, really? Not just work — how's life?
2. What's been on your mind this week?
3. On a scale of 1-10, how's your energy level? What would move it up?
4. What's one thing that went well since we last talked?
5. What's one thing that frustrated you this week?
6. Is there anything blocking you that I can help remove?
7. What are you most excited about right now?
8. Is there anything you've been wanting to tell me but haven't?

Growth & Career Development

1. Where do you see yourself in 1-2 years?
2. What skills do you want to develop this quarter?
3. Do you feel like you're learning and growing in your current role?
4. Is there a project or area you'd love to get involved in?
5. What's the biggest gap between where you are and where you want to be?
6. Who do you admire professionally? What do they do that you'd like to learn?
7. Do you feel your strengths are being utilized well?
8. What would make this the best job you've ever had?

Feedback & Performance

1. How do you feel about the feedback you've been getting?
2. Is there anything I could do differently as your manager?
3. What feedback do you have for me?
4. Do you feel recognized for your contributions?
5. What's one thing you think the team should stop doing?

6. What's one thing you think the team should start doing?
7. Are your goals clear? Do you know what 'great' looks like?
8. Is there anything about your workload that concerns you?

Team & Collaboration

1. How's the team dynamic right now? Anything you'd change?
2. Who on the team do you work best with? Why?
3. Is there anyone you find it hard to collaborate with?
4. Do you feel safe to share ideas and disagree in our team?
5. How could our team meetings be more useful?
6. Do you feel like decisions are made fairly and transparently?
7. Is there a team ritual or practice you think we're missing?

Motivation & Wellbeing

1. What motivates you most about your work?
2. What drains your energy the most?
3. Do you feel like you have a good work-life balance right now?
4. Is there anything about the work environment that bothers you?
5. When was the last time you felt really proud of your work?
6. What would help you feel more supported?
7. Is there anything outside of work that's affecting you that I should know about?

Difficult Conversations

1. I noticed [specific behavior]. Can we talk about what happened?
2. How do you think [project/situation] went? What could we improve?
3. I want to share some feedback — is now a good time?
4. There's a gap between expectation and result on [X]. How can I help?
5. I care about your success here. Let's figure this out together.
6. What do you need from me to get back on track?
7. Is there something about this role that isn't working for you?

For New Team Members (First 90 Days)

1. How's onboarding going? What's been confusing?
2. Do you have everything you need to do your job well?
3. Who has been most helpful to you so far?
4. Is anything different from what you expected when you joined?
5. What questions do you still have about how things work here?
6. Do you feel welcome on the team?
7. What could we do better for the next new person who joins?

Pro Tip: The most powerful question in any 1-on-1 is silence. Ask the question, then wait. Let them think. Don't rush to fill the gap.