

1:1 Kick-Off Template

Setting a Positive Precedent with Your New Manager



1. Preparation - Know Yourself Before the Meeting

Use this section to get clear before you go in.

Purpose: Build self-awareness and alignment.

Reflect on:

- What are my top 3 strengths I want to bring into this role?
- What are my growth areas that I'd like support or feedback on early?
- What does "success in my first 90 days" look like — both for me and for my manager?
- What are my non-negotiables for doing my best work (e.g. focus time, communication style, values)?

Tip: Enter this meeting as a partnership conversation — not a performance review.

2. Setting the Tone - How to Open the 1:1

Use this opening script to establish trust and collaboration from the start.

"I really want to start as I mean to go on - by being open and proactive about how we work together. I've been reflecting on what helps me do my best work and what kind of support I can offer you and the team. I'd love to hear your expectations and how I can contribute early on."

This signals:

- Self-awareness
 - Ownership
 - Psychological safety
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3. Conversation Framework - The 5-P Model

Area	Purpose	Example Prompts
Priorities	Understand what matters most right now	"What would make the biggest impact if I focused on it in the first 4–6 weeks?"
People	Build awareness of team dynamics	"Who are the key people I should build relationships with early?"
Processes	Clarify how work gets done	"Are there any team rhythms or rituals I should be aware of?"
Preferences	Align on communication & feedback	"How do you prefer to give and receive updates or feedback?"
Progress	Set the foundation for regular reflection	"What would a successful first 90 days look like from your perspective?"

4. Agreement - Co-Creating Working Norms

Document what you agree on together.

Our Agreed Working Norms:

- Communication preferences: _____
- Feedback rhythm: _____
- Decision-making approach: _____
- Key priorities (next 4–6 weeks): _____

 *Example email line:*

"Thanks for the chat earlier - I really appreciated setting some shared expectations. I've jotted down our initial agreements below to make sure we're aligned."

5. After the 1:1 - Reflection & Integration

Use this self-reflection to embed learnings:

- What went well in the conversation?
- How did I show up - calm, confident, curious?
- Did I ask for what I needed clearly?
- What will I follow up on in the next meeting?

Tip: Add a recurring reminder to revisit your “Our Agreed Working Norms” section every month.

Optional Add-On: 30-60-90 Alignment Tracker

Timeframe	Focus	Outcomes / Measures
30 Days	Learn & Observe	Build relationships, understand systems, clarify priorities
60 Days	Contribute	Deliver small wins, take ownership of a project
90 Days	Influence	Demonstrate value, suggest improvements, strengthen trust

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