horizontal line

**Name & Department**

Mark Forster

Sales Department (New York)

mark.forster@apple.com

One-on-One with [challenging Employee]

**Date: 5th September 20XX**

## OPENING WITH EMPATHY

* **How are you doing? Is there anything on your mind you’d like to share?**
* **I want this to be an open and constructive conversation.**

# DISCUSSING CONCERNS

* **I’d like to discuss [specific issue]. Can you share your perspective on this?**
* **What do you think might be contributing to this situation?**
* **How do you think [team member X] views this situation?**

# EXPLORING SOLUTIONS

* **I believe in small iterative improvements. How do you think we can address this issue together? What could be a first step towards a better status quo?**
* **Are there any tools, support, or other adjustments that might help improve the situation?**

# 

# SETTING EXPECTATIONS

* **How can I best support you in achieving the desired changes?**
* **Here’s what I need from you moving forward.**
* **Let’s agree on a plan and timeline to address these concerns.**
* **To summarize: When will we meet again?**
* **To summarize: Who is responsible for which tasks?**

## CLOSING

* **I appreciate your willingness to help us improve.**
* **What else should I have asked in this conversation?**
* **Is there anything else on your mind?**