

360 Review Template

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How to use this template

You don't need to go through every section or question in the below. Pick and choose the format and questions which make the most sense for your direct report. Make sure you're always doing a wellbeing and progression check-in, as well as giving and receiving feedback as a minimum though.

Share the Agenda

Share the agenda with your report before each 1:1 so they can come prepared, and can also contribute any topics for the meeting.

Mentor v Coaching

This 1:1 I'm going to mentor/coach/sponsor:

- Mentor them on:
- Coach them on:
- Sponsor them on:

Wellbeing Check-In

- How are you? (ask twice)
- Which aspects of your wellbeing are/aren't going well right now?

[Remember you can adjust workload, suggest utilising flexible hours or talk to your line manager based on their response to this]

General Check-In

- What's been top of mind for you this week?

[A good chance to sense-check if they're spending their mental energy in the right places]

Challenges

- Last time we spoke you said X was a challenge for you, how is that going?
- What support do you need to continue/improve this?

[A good opportunity to mentor/coach/sponsor here, use your judgement to see what they need the most of]

Energy & Motivation

- What part of your job energises you?
- What part of your job depletes you?
- What's motivating you at the moment?
- What's not motivating you at the moment?
- Do you feel a sense of purpose in your job?

[Energy and motivation is a huge part of engagement at work, try and spot any disengagement early and ask more questions to get the root of this, and find solutions or ways of improving this together]

Progression & Development

- Are there any new skills you'd like to learn to do your job?
- Is there anyone inside (or outside) the company you would like to learn from?
- In what areas of your work would you like to have more impact?
- What progress have you made on your career goals and PDP this week?
- Where would you like more feedback?
- What's one thing you want to experiment with right now?
- What can I help you with between now and next time we meet?
- How would you like to grow within this organisation?
- Are there any resources/courses/conferences that you think will up-skill you in your role?

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[Always make sure you're checking in on the areas of development you and your report have identified. Work together to give feedback on how they've progressed towards these, and spot future opportunities to develop them further.]

Team Dynamics

- How connected do you feel to your team?

[This is a good opportunity to check on general team dynamics, and make sure we can work through any inter-team issues]

Managing a Manager

- What feedback have you gotten on your leadership during this time?

[Are they getting positive feedback? Are they asking for feedback? The feedback loop should always be two ways]

360 Feedback

[Always make sure you're checking in on the areas of development you and your report has identified. Work together to give feedback on how they've progressed towards these, and spot future opportunities to develop them further.]

- Is there any feedback that surprised you or your report? Do you both agree with the feedback? Why was it a surprise?
- Has it uncovered any new areas for development?

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- Has it uncovered any hidden strengths?
- How can you facilitate opportunities for these strengths and weaknesses to be utilised and developed?
- Can you use it to measure success in developing performance pillars?

Asking for Feedback

- What do you find most helpful/least valuable about our 1-on-1s?
- What advice do you have for me?
- Would you like more or less direction from me?
- How can we improve working together?

[As above, as a manager you should always be asking for feedback on your management style]

Check in on actions

- Check in on any actions you agreed on in your last 1:1.

Follow up

- Always provide a written follow up of what you covered during your 1:1.

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