

# The line-management *conversation*.

A good one-to-one is not a status update. It is one of the few spaces where culture, clarity and development are actually built. A short prompt for getting more from the time you already give it.

## BEFORE THE MEETING

- Be clear on the purpose. Is this about growth, alignment or challenge?
- Share your agenda, and ask for theirs. The conversation works best when both of you arrive with intention.
- Review previous actions and notes. Continuity earns credibility.
- Protect the time, and do not cancel. These meetings are not a nicety. They are where the culture gets made.

## DURING THE MEETING

- Open by listening. *"What's been on your mind? What's felt like progress?"*
- Ask questions that deepen it. *"What's hardest right now? If next month were ten per cent better, what would have changed?"*
- Balance challenge with support. Stretch people, and scaffold them.
- Raise concerns early, clearly and kindly. Vagueness breeds mistrust.
- Sometimes the strongest question is the one you leave unanswered, giving them room to think.

## AFTER THE MEETING

- Summarise the actions, for both of you. Clear and simple beats thorough and forgotten.
- Follow up with a short note or an informal check-in. It signals the conversation mattered.
- Reflect honestly. *What did I learn? What helped? What would I do differently?*
- Line management is also a mirror. How you lead others tells you how you lead yourself.

## Clarity

Be clear about purpose, expectations and next steps.

## Care

Build trust through attention, not only accountability.

## Challenge

Stretch people kindly, and on purpose.

## Culture

Use every meeting to reinforce what you stand for.