

Getting to Know Each Other

Purpose

Run through these 1:1s to set expectations and surface concerns early on in the management relationship.

This document is framed between an M2 (Senior Engineering Manager) and an M1 (Engineering Manager), but the questions are valuable for any manager/manager relationship.

Logistics

This conversation will be held over two separate meetings. Each meeting lasts about 30 minutes. These meetings will be scheduled about one week apart.

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[Meeting 1: Learn Each Other's Preferences and Expectations](#)

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Meeting 1: Learn Each Other's Preferences and Expectations

M1s and M2s should think about their answers to the questions in advance, but don't need to write them down or submit them anywhere in advance.

Questions for the M1

During this portion, the M2 listens actively and asks clarifying questions, but does not offer reactions or commentary.

1. What do you like to get from your manager that helps you operate effectively? Give an example or two to illustrate *how and why* this helps you.
2. What have you gotten from managers in the past that didn't sit well with you? Give an example or two of what you've found distracting or what got in the way of your preferred mode of operating.
3. What does your manager need to understand about you in order to provide the type of help/support/advice/treatment you like to receive?

Questions for the M2

During this portion, the M1 listens actively and asks clarifying questions, but does not offer reactions or commentary. [As an M2, consider including a link to your pre-written answers.]

1. What do you like to get from your direct reports that helps you operate effectively? Give an example or two to illustrate *how and why* this helps you.
2. What inclinations do you have that you think have either hurt the performance of your direct reports or screwed things up in the past? Give an example or two and describe how you sought to remedy the problem.
3. What type of relationship do you like to have with your direct reports, and how do you go about creating it?
4. What would you like from your direct reports, if they sense that things are going off track between the two of you?

Meeting 2: Compare Notes

M1s and M2s should think about their answers to the questions in advance, but don't need to write them down or submit them anywhere in advance.

Everyone answers the same set of questions:

1. What reactions did you have to what you heard from the other person in Meeting 1?
2. What areas do you think are likely to go smoothly between the two of you? Between you and the team or company? *Why* do you think things will go smoothly in these areas?
3. Where do you think there might be trouble spots or stylistic clashes? *Why* do you think there might be conflicts? How might we deal with those?