[How we run 1-1s: we don't! by Alberto Rizzoli, CEO of V7](#)

WATCH THIS >>> [Video](#) (4 min) of Alberto describing how they run 1-1s in groups

Problem with Traditional One-on-Ones:

- Monthly 1:1s post-COVID were used to maintain cohesion and address personal or comp-related issues.
- These created significant overhead across the company—every manager and IC had recurring 1:1s.
- Topics often repeated across months and were not timely to resolve (e.g., comp, life plans).
- Six-month reviews added more overhead (45 min each).
- Key issues:
  - Redundant topics with low resolution speed.
  - Delayed action created the impression of deprioritization.
  - Tactical items dominated time better spent on higher-level development.
  - One-on-ones created a false sense of private feedback loops, eroding trust.

Shift to Weekly Team Syncs + Office Hours:

- Replaced recurring 1:1s with 45-minute weekly team syncs per team.
- Alberto runs two: one with the leadership team and one with the solutions engineering team.
- Syncs are led by a team member or by Alberto.
- After each sync, Alberto offers a 15-minute office hour block for anyone to bring up sensitive or urgent issues.
- Office hours rarely used, but provide an open circuit breaker without waiting for the next review.

Benefits of Team Syncs:

- Promotes transparency, shared context, and peer feedback.
- Enables faster iteration on action items.
- Strengthens team accountability and cohesion.
- Builds a running feedback history that informs the 6-month review.

Structure of Weekly Syncs:

- Run in Notion.
- First 5 minutes: silent pre-write (or come prepared).

- Bullet-point format: everything on your mind, ideally framed as something team members can help with.
- Goal: each item should generate an action item.
- Team responds with offers of support or ideas for solving issues (e.g., customer implementations).
- Actionables are scheduled or completed live (Slack, email, calendar invites).
- No RAG status—these meetings are too tactical.

Six-Month Reviews:

- Built from the feedback history created in weekly syncs.
- Offers a clear story of progress: what was brought up, what changed, what was resolved.
- Used for compensation, career pathing, and deep developmental conversations.

Result:

- Removed recurring 1:1s while increasing feedback loops.
- More timely resolution of tactical items.
- Clear separation between tactical issue solving and deeper developmental conversations.
- Reduced manager overhead while improving team alignment and growth clarity.