

# 121 Meeting Template

<b>Colleague Name:</b>			
<b>Job Role:</b>		<b>Department / Team:</b>	
<b>Line Manager:</b>		<b>Date of 121:</b>	

Colleague to complete form and send it to manager 3 days prior to scheduled 121, manager then discusses with colleague and completes. Share the completed 121 with the colleague.

## PRINCIPLES

- Discussions should be two-way, inclusive, collaborative, and constructive.
- Focus on the positives and achievements, rather than negatives.
- Objectives must be SMART (Specific, Measurable, Achievable, Realistic, and Timebound).
- Actions must be agreed, with clear expectations, an owner, and a deadline.
- Development plans must include committed support and what success looks like.
- Discussions must be a continuous cycle of support and colleague development.
- Discuss areas of improvement constructively, in detail with clear expectations outlined.

## GENERAL DISCUSSION

- How are you feeling? What are you proud of? Do you have any ideas for improvements?
- Take the opportunity to offer and receive feedback, gauge motivation, discuss general behaviour and any personal circumstances.
- 80% / 20% rule and give your colleague the time to contribute.
- Collate thoughts and ideas; discuss blockers and any support or assistance required.
- Is there anyone who has been particularly helpful that you would like to mention.

# 121 Meeting Template

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SMART Plan					
Objectives	Milestone 1 Q1 Apr – Jun 25	Milestone 2 Q2 Jul – Sep 25	Milestone 3 Q3 Oct – Dec 25	Milestone 4 Q4 Jan – Apr 26	Desired Impact Apr 26

Review Past Quarter Objective Milestones				
<ul style="list-style-type: none"> <li>Review objectives set from the previous quarter and milestones needed to achieve the objectives set.</li> <li>Review any previous outstanding actions that can be closed or need to be carried forward.</li> </ul>				
Milestone	Comments (Any blockers? Note exceptional performance/recognition)	Exceeding Expectations	Meeting Expectation	Development Opportunity
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# 121 Meeting Template

		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# 121 Meeting Template

Future objective Milestones for next quarter		
<ul style="list-style-type: none"> <li>▪ Discuss and agree objectives, they must be SMART</li> <li>▪ Breakdown objectives into smaller, clear tasks and agree expectations around delivery and deadlines for expected achievement.</li> </ul>		
Milestones	Support	Comments
•		
•		
•		

Review Overall Objective Performance for the full year				
<ul style="list-style-type: none"> <li>• Review objectives set from the previous quarter and milestones needed to achieve the objectives set.</li> <li>• Review any previous outstanding actions that can be closed or need to be carried forward.</li> </ul>				
Milestone	Comments (Any blockers? Note exceptional performance/recognition)	Exceeding Expectations	Meeting Expectation	Development Opportunity

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### ONGOING DEVELOPMENT

- Discuss development opportunities and any support needed; including internal knowledge transfer or knowledge sharing not covered elsewhere. Incorporate SMART conversations to measure progress. Consider: Personal development, e.g. approachability. Professional development, e.g. role capabilities/career progression. Sponsored development, e.g. company funded courses or exams (often requiring a training agreement).
- Understand that 70% of development learnt is on the job, 20% supported and 10% external to the role.
- Do you have any feedback for me as a manager? Is there anything I can do differently?

## 121 Meeting Template

Value	Positive Behaviour	Negative Behaviour	Exceeding Expectations	Meeting Expectation	Development Opportunity
Look after yourself and support others.	Share how you feel and communicate effectively with others	Harbouring feelings, keeping things to yourself, and not communicating effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Seek help and support from the team if you're struggling.	Work in a silo, suffer in silence and don't ask for help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aspire to a healthy mind and body, be a positive role model.	Lack of respect for yourself and your health, a bad influence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enjoy what you do and have fun.	Laugh and help others do the same	Actively disengaged and negative towards people having fun at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Be passionate, care about the difference we make, and show that in all you do.	Lacking passion and pride, persistent moaning, and negative without good reason.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Play to your strengths, encourage others to do the same, build interdependent relationships.	Try to be an expert at everything, a lack of self-awareness and awareness of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be proud, happy, and always deliver what you promise.	Celebrate efficiency savings, and light bulb moments.	Moving things from your desk, for someone else to deal with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Hold yourself accountable and own commitments to happiness at work.	Not following up, not delivering on promises, and letting people down.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Consistently be positive, engaging and challenging, think outside the box.	A negative attitude, it can't be done and a blinkered approach.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Values Comments					

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Overall Colleague Comment	Overall Manager Comment

<b>Overall Performance Rating for Objectives:</b>	<i>Exceeds Expectations</i>
<b>Overall Performance Rating for Values:</b>	<i>Exceeds Expectations</i>

Please share the completed 121 with your colleague and uploaded into the HR system