



ARDENT WORKSHOP

AN ARDENT WORKSHOP PRODUCT

Twelve 1:1 Questions

One from each of the twelve situations — with the follow-up.

Free from Ardent Workshop · print, cut, keep



Twelve questions, and the twelve follow-ups

You already hold the meeting. What goes wrong is that you arrive without a question, so you ask the only one that is always available — how's it going? — and you get the only answer that question can produce.

These are twelve questions, one from each of the twelve situations in the full deck. Print the next page on cardstock, cut on the guides, and keep the cards wherever you take your notes.

How to use them

- 1 **Pick one** before the meeting — whichever matches what you actually noticed this week, not what is on the project plan.
- 2 **Ask it and stop talking.** The pause stretches for you and barely registers for them. Do not soften it, offer options, or answer it yourself.
- 3 **Listen for the specific** — a name, a date, a number, an example. A general answer means it has not landed yet.
- 4 **Then ask the follow-up printed on the card.** This is the part that does the work: a question you do not follow up on is small talk with a clipboard.
- 5 **Close with who does what by when,** and open the next meeting by reporting on what you promised — kept or not.
- 6 **Write the commitment, not the transcript.** Notes you take about a named report are an employee record wherever you keep them, paper included — keep them factual and confidential, and follow your organization's rules on records.

FOUR QUESTIONS TO RETIRE TODAY

"How's everything?" — too wide to answer. **"Any blockers?"** — invites a no. **"Any feedback for me?"** — asks them to invent a topic and criticize you in the same breath. **"Are you happy here?"** — the answer is yes right up until the day it is a resignation.

What the full deck adds

These twelve cards carry the question and the follow-up. The paid deck carries **108 questions across twelve situations**, and every card adds two more fields: the moment to use it, and the specific move for when you get a non-answer. It also adds the parts that decide whether any of

this survives a busy month — a **Router** that turns twenty-two things you might actually have noticed into three named cards in order, **twelve pre-sequenced Pick-Three trios** for the meetings you already run, and a printable **rotation log** so career and feedback do not quietly go a whole quarter unasked. Plus three print sizes for the question cards, imposed at-home sheets, a 22-page desk reference, printable session sheets, an editable Word file and a Start Here playbook.

THE 1:1 & COACHING QUESTION DECK

135 print-and-cut cards — the 108 questions at three trim sizes — and the routing that tells you which three to draw. A one-time purchase you keep, with no login, no seat and no subscription.

[See it at ardentworkshop.com](https://ardentworkshop.com) ›

Conversation prompts — not legal, HR, or employment-law advice, and not a substitute for your employer's policies. Where a conversation touches conduct, a protected characteristic, an accommodation or a grievance, that is an HR conversation before it is a management one. Free to use and to print for your own team; please don't resell or redistribute. © Ardent Workshop LLC.

01 · CHECK-IN & WORKLOAD

What took most of your time since we last talked — and was that the right place for it?

THEN ASK

What would you have spent that time on instead?

FREE SAMPLE · THE 1:1 QUESTION DECK

01 · 1

02 · SURFACING THE BLOCKER

What are you waiting on right now, and how long have you been waiting?

THEN ASK

Who did you last ask, and what did they say?

FREE SAMPLE · THE 1:1 QUESTION DECK

02 · 1

03 · CAREER & GROWTH

Think of a day in the last few months you'd happily repeat. What were you doing?

THEN ASK

How much of your month looks like that now?

FREE SAMPLE · THE 1:1 QUESTION DECK

03 · 2

04 · FEEDBACK, BOTH DIRECTIONS

What's one thing I should start doing, and one I should stop?

THEN ASK

What would you notice if I actually changed it?

FREE SAMPLE · THE 1:1 QUESTION DECK

04 · 1

05 · WHEN "EVERYTHING'S FINE"

What was the most annoying twenty minutes of your week?

THEN ASK

Does that twenty minutes happen often?

FREE SAMPLE · THE 1:1 QUESTION DECK

05 · 1

06 · WHEN THEY'RE OVERLOADED

If we cut your workload by a third today, what goes?

THEN ASK

What breaks if it goes, and who needs to hear it from me?

FREE SAMPLE · THE 1:1 QUESTION DECK

06 · 2

07 · AFTER A PROJECT

What surprised you most about how that went?

THEN ASK

Should it have been a surprise, or could we have seen it coming?

FREE SAMPLE · THE 1:1 QUESTION DECK

07 · 1

08 · BEFORE A REVIEW

If I wrote your review today, is there anything in it that would surprise you?

THEN ASK

What would you expect it to say?

FREE SAMPLE · THE 1:1 QUESTION DECK

08 · 1

09 · A NEW REPORT'S FIRST MONTH

**What's slowing you down
right now that I could fix
this week?**

THEN ASK

What's the second thing?

FREE SAMPLE · THE 1:1 QUESTION DECK

09 · 2

10 · A REMOTE REPORT

**Do you feel like the right
people know what you're
working on?**

THEN ASK

Who specifically should know more,
and how do we fix that without you
writing status reports?

FREE SAMPLE · THE 1:1 QUESTION DECK

10 · 3

11 · SKIP-LEVEL

**What does your manager
do that you'd want other
managers here to copy?**

THEN ASK

Has anyone told them that?

FREE SAMPLE · THE 1:1 QUESTION DECK

11 · 4

12 · CROSS-TEAM & PEERS

**Is there someone you
need to work with where
it isn't working?**

THEN ASK

What have you tried, and what would
you want me to do — nothing, coach
you, or intervene?

FREE SAMPLE · THE 1:1 QUESTION DECK

12 · 2