

# 1:1S WITH ENGINEERS

## **Incorporate qualitative and quantitative review in your discussions**

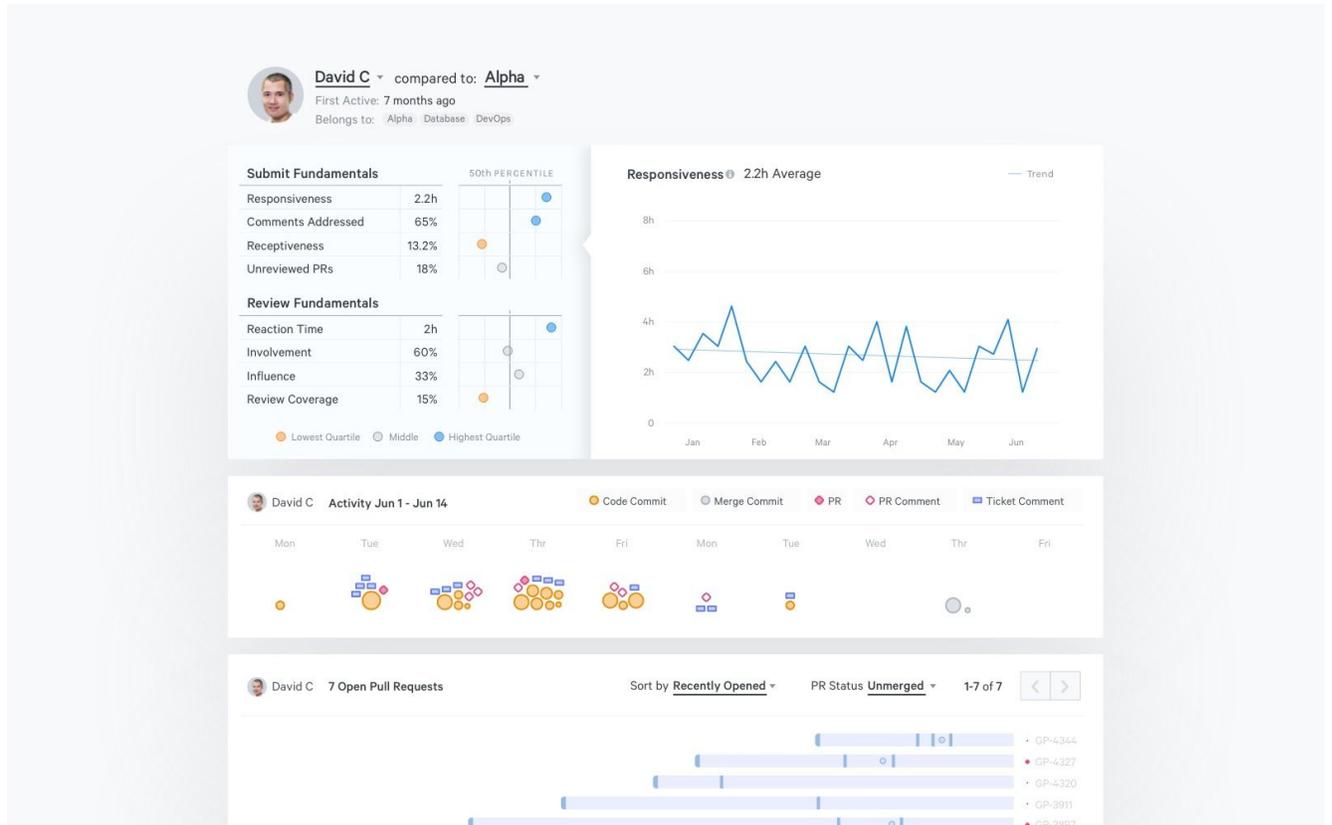
Use analytics about the development process to get the full picture of the “*what*” - so you can use that information to get to the “*why*” and have more productive conversations in one-on-ones with your team members.

## **How to incorporate data from the Player Card report in your 1:1s**

Because the Player Card is designed for engineers to use on their own and with you in 1:1s, it may be helpful to dedicate time in your next 1:1s to help each engineer understand what the data in this report helps show and get a feel for the different filtering options and views within the report.

This report was designed to support both the engineer’s desire to visualize their progress on core contributions to their team, and the managers that wanted to easily pull up data to help inform even more actionable and specific one-on-ones and quarterly reviews. It provides a condensed view of an individual’s core metrics with averages, trends, and percentiles relative to those of their team.

As always, it’s important to remember to visualize these metrics in context with the individual’s historical data, and the team’s trends and averages during that specified time period. In doing so, we’re less susceptible to being reductionist about a single data point and are instead looking to understand the broader trends and look for deviations from those trends.



*Use the Player Card to get a condensed view of core individual metrics across code, submit, and review contributions. Keep this open throughout your one-on-one, and encourage your team members to get familiar with it and use it.*

The Player Card shows a condensed view of an individual's metrics:

- At the top, we can see the individual's Code, Review, and Submit Fundamentals, which help to understand progress over time. This also shows us progress relative to the team during the specified time period.
- The Work Log, which is particularly helpful to understand the “shape of someone’s week” across all work types.
- The individual's Review Workflow, which provides an insightful view of how collaborative engineers are in the review process.

**Note:** *The Player Card is also useful when advocating for specific members on your team. You can leverage trends within this report to provide a more compelling, data-driven narrative.*

While there are hundreds of permutations a Manager may observe (all based on the context the Manager knows about their team), a few simple scenarios can help you get started:

- **The overloaded**

This is often portrayed by high *Active Days* and *Involvement*. In the *Work Log*, you may spot weekend activity. This individual touches everything, and may not feel in control of their workload.

- **The new teammate**

You'll see this individual's *Active Days*, *Impact*, *Involvement* and *Influence* rise as they become more comfortable as a contributor and as they participate in the team's reviews, while their *Efficiency* should stabilize closer to the team's baseline.

- **The under-resourced**

This individual typically has low *Active Days* and *Involvement*. They may need your support to gain the resources they need to move their work forward.

## Additional Resources for 1:1s

- [One on One](#) by Ben Horowitz
- [Questions for Our First 1:1](#), by Lara Hogan
- [Working the Weekly 1:1](#), by Christina Wodtke
- [Engineering Management Distilled: A Guide to One-on-Ones](#), by Chris Chiu
- [One-on-One Resources](#) - a list curated by Ajahne Santa Anna
- [The Feedback Log](#) by Mathias Meyer



