BI-WEEKLY ONE-ON-ONE

WHY THIS PLAY

You built the bench. You just won't come off the field. You hire good people, then do their job anyway on every important play, and the team watches from the sideline. Your best people are disengaging because they don't have real ownership. The fix isn't hiring more. It's a coaching rhythm that hands the game to them, one real decision at a time.

THE CONCEPT: STANDARDS WITHOUT DEVELOPMENT

You can enforce your way to compliance. You will never enforce your way to a team that holds the line without you. Standards without development create compliance, not commitment. The leader who lasts doesn't just hold the line. They build people who can hold it themselves. And development lives in your calendar, not your intentions. The rhythm that makes it real is the bi-weekly one-on-one: fifteen to thirty minutes, same time, protected, where you talk twenty percent and listen eighty.

THE STEPS

1. **Transfer one real decision this week.** Not a task, a decision. Pick the person who's ready and hand them the call.
2. **Let them own the outcome.** Let them make the mistake and fix it. Your silence is the training.
3. **Put a bi-weekly one-on-one on the calendar with every direct report.** Same time, protected, fifteen to thirty minutes.
4. **Run it with the four questions.** You talk twenty percent, you listen eighty. Let them name the gap before you step in.
5. **Coach, don't correct.** When they speak first, you train ownership. When you speak first, you train dependence.

HOW TO OPEN THE FIRST ONE

Name the change out loud: "I'm making a change. From now on, we sit down every two weeks."

Set the frame: "This isn't performance management. This is me investing in your growth."

Hand them the mic: "You talk eighty percent of the time. I listen." That one sentence changes the energy of the whole meeting.

FIRST WIN: THE NEXT 7 DAYS

This week, transfer one decision and schedule your first round of bi-weekly one-on-ones. The game starts moving to them the moment you stop playing every down.

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THE DECISION I'M TRANSFERRING THIS WEEK

FIELD	YOUR ANSWER
The decision	
Who's ready to own it	

BI-WEEKLY ONE-ON-ONE · AGENDA

Direct report: _____ Date: _____

You talk 20%. You listen 80%. Let them name the gap before you step in.

#	ASK THEM	THEIR ANSWER
1	What are you learning right now?	
2	Where are you winning?	
3	Where are you falling short?	
4	What hard conversation are you avoiding?	
5	2nd meeting of the month: if the next play runs next, what does your department own?	
6	2nd meeting of the month: where are you running into conflicts with other departments?	

That's one rep. Want your whole team running this rhythm? **The Reps** installs the full FOSS Method in your company, step by step: your team owns their work and you get your time back. mattfoss.com/reps →

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