THE HANDOFF

WHY THIS PLAY

Either you haven't handed the work off yet, so every decision routes through you, or you handed it off on paper but never stopped touching it, so it routes back. Both end in the same place: you're the bottleneck, and the team learned to wait. This is the whole handoff, from seeing what to give up to finally letting it go.

THE CONCEPT: THE FUMBLE VS. THE HANDOFF

Most delegation fails because it's a fumble, not a handoff. You shove work at someone and hope it sticks. No context, no coaching, no overlap. When it goes sideways you take it back, and that teaches your team ownership was never really theirs. A handoff is deliberate: the right work, to the right person, on one written page, with the overlap that makes it stick. And it isn't finished when you assign it. It's finished when you let go: you watch the standard, not the execution, and you stop taking it back.

THE STEPS

1. **List everything that runs through you.** Mark each one KEEP (only you can do this) or HAND OFF (someone else should own it). *Worksheet on page 2.*
2. **Circle the first one to hand off.** Be honest about why you've held on: loyalty, control, or fear.
3. **Get the process out of your head first.** Put it on one page so what you transfer is a system, not a guess. That page is a Process Play. *Build it on page 3.*
4. **Hand it off with overlap, not a fumble.** Walk them through the page, let them run it while you watch, and coach with questions, not corrections.
5. **Then let go.** Stop checking. Stop adjusting. Let them run it for 30 days, their way, mistakes and all.
6. **Watch the standard, not the execution.** Judge the result in a weekly check-in. Coach it, don't take it back. *Track it on page 3.*

FIRST WIN: THE NEXT 7 DAYS

Write your Bottleneck List, circle your first handoff, and put its process on one page. Then hand it off and take your hands off. Whether it's your first handoff or the one you keep grabbing back, the win is the same: it runs without you.

© 2026 The FOSS Group · Educational use only. No results guaranteed. mattfoss.com/disclaimer

1. YOUR BOTTLENECK LIST

Everything that runs through you. Mark KEEP or HAND OFF, name who should own it, and tell the truth about why you've held on.

FROM MATT'S OWN BOTTLENECK LIST

Board reporting and data requests → HAND OFF to the VP of Finance. She had the numbers. I was just the middleman.

Final approval on every hire → HAND OFF to department heads. They know what their teams need.

Vision, culture, and final strategic calls → KEEP. This is what the job actually is.

What runs through me	Keep / Hand off	Who should own it	Why I've held on

2. THE ONE I'M HANDING OFF FIRST

Circle one from the list above. That's where you start.

What I'm handing off	
Who owns it now	
Overlap starts / handed off by	

NEXT

You can't hand off what only lives in your head. Turn the page and put the process on paper first.

© 2026 The FOSS Group · Educational use only. No results guaranteed. mattfoss.com/disclaimer

3. PUT THE PROCESS ON ONE PAGE

Before you transfer it, get the process out of your head. What it is, what starts it, the steps, and the one number that says it's working. That's a Process Play.

Process name	
Trigger	

#	Step (one sentence)	Decision?	Who
1			
2			
3			
4			
5			

The stat (one number)	

4. LET GO: THE 30-DAY LOG

You handed it off. Now take your hands off for 30 days. One line a week: did the standard hold, and did you take it back?

Week	Standard held?	Did I take it back?	Coaching note (not a fix)
1			
2			
3			
4			

That's one rep. Want the whole business off your desk? **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 →**

Not sure this is your play? Take the free 5-minute Score: **mattfoss.com/score →**

© 2026 The FOSS Group · Educational use only. No results guaranteed. mattfoss.com/disclaimer