3170 OneonOnes Where Development Actually Happens

People Fieldbook · https://kb.jeffreysummers.com/docs/3170-oneonones-where-development-actually-happens-2/

The Demand

This week, you run a real one-on-one with at least one cast member — not a performance review dressed up as a conversation. If your one-on-ones have stopped after onboarding or turned into a checklist, you are not developing anyone. You are broadcasting at them, and broadcasting does not change people.

The Work

1. Schedule one real one-on-one this week with a cast member you have not had a development conversation with in the last ninety days.
2. Walk in with no checklist agenda. Open by asking what is on their mind, not by reciting your list.
3. Move through the five categories in order, only as far as trust in the room allows: goals and priorities, performance, communication, development, personal connection. Do not skip to performance first.
4. Ask the two standing questions somewhere in the conversation: what would you do if you had my job, and what is one thing about your job you wish everyone in this organization understood.
5. Beyond the scheduled conversation, catch one moment this week at the point of experience — right after a table went sideways or a recovery happened — and coach it on the spot, while the cast member is still inside it.
6. Set the next one-on-one with this cast member before ninety days pass. Do not let the gap become the default.

This week, you run one real one-on-one that starts with the cast member, not your list, and you coach one live moment at the point of experience before the shift ends.