

[Defacto: training our ever-growing team. by Matt Harpe \(CEO of Basis\)](#)

WATCH THIS >>> [Video](#) (5 min) of Matt Harpe, CEO of Basis, describing how they solved the problem

When Basis was around 15 people, Matt and his team regularly held one-on-one meetings. These started out bi-weekly, then monthly. The purpose was to discuss personal development, surface issues, and keep alignment beyond the day-to-day (Basis is a fully in-person company). While useful at first, Matt and his co-founder Mitchell started to notice problems as the company grew.

Problems with 1:1s

- **Lack of structure:** Conversations were often repetitive without clear follow-ups or progress tracking.
- **Low preparation:** Direct reports weren't consistently coming to meetings with a lookback or agenda.
- **Habits weren't building:** There was no easy way to create consistency across the company or instill a repeatable practice.

Solution

Matt turned to Defacto to implement a more structured and repeatable approach to 1:1s. After comparing Defacto to Notion and Asana, they chose Defacto because it:

- **Guides behavior:** Provides a clear structure to follow, including pre-writes, pre-reads, and a consistent meeting format.
- **Builds habits:** Repetition creates muscle memory for how to run a great 1:1.
- **Scales easily:** As new people join quickly, Defacto helps teach "the Basis way" for running high-leverage 1:1s.

Defacto Format Used

- **48 hrs before:** Direct report submits a pre-write
- **24 hrs before:** Manager reads and comments
- **Meeting structure:**
 - Connection
 - Goals
 - Issues
 - Actions

Result

- Higher quality conversations
- Greater accountability and follow-through
- A repeatable structure that scales with growth
- A shared language for development and feedback

Future Considerations

- Initially considered Defacto as "training wheels" to later graduate to Notion/Asana
- Ultimately decided to stick with Defacto due to its ease-of-use and structural integrity

Why it matters

When scaling fast, having a default structure for important conversations (like 1:1s) ensures quality and continuity. Rather than depending on individuals to invent their own format, Defacto created consistency and leverage across Basis' growing team.