POSITION CARD

WHY THIS PLAY

Most companies have never written down what a position actually does. The work lives in one person's head, so nobody else can pick it up, and telling somebody "you're the backup" changes nothing, because they still have no idea what they would be walking into. A Position Card fixes that in one page: what the position is for, the five things it actually does, the numbers it is judged on, and the decisions it can make without asking you. Once that exists, a backup is a real answer instead of a name on a list.

THE CONCEPT: POSITION FIRST, PEOPLE SECOND

Write the card for the **position**, not for whoever happens to sit in it today. That is the whole trick. A card built around a person describes a person; a card built around a position outlives them, and it lets you ask the only question that matters: could somebody else run this? The **starter** is whoever owns the position now. The **backup** is whoever could genuinely run it if the starter were gone for three weeks. If that second line is blank, the position is exposed, and the count of exposed positions is your **Exposure Score**.

THE STEPS

1. **Name the position and its purpose in one sentence.** What does the business need from this position? Not the person's history. The point of the position.
2. **Write the five jobs.** The five things this position is actually responsible for. If you need fifteen, it is two positions.
3. **Set one to four stats.** The numbers that say whether the position is winning. No stat means no way to tell.
4. **List the audibles.** The calls this position can make on its own, without checking with you. This is where most leaders find out how much still routes through them.
5. **Fill the depth: starter, backup, developing.** Then hand the card to the starter and ask the honest question: could the backup run this? Where the answer is no, you have found the work.

FIRST WIN: THE NEXT 7 DAYS

Fill one card, for the position your business could least afford to lose. Give it to the person who owns it and ask them to name a backup who could genuinely run it for three weeks. Whatever they cannot answer is the most useful thing you will learn this quarter.

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

POSITION CARD · _____

One card per position. Define the position before you name the person.

Purpose (1 sentence)	
Reports to	

THE FIVE JOBS

The five things this position is responsible for. If you need fifteen, it is two positions.

Job 1	
Job 2	
Job 3	
Job 4	
Job 5	

STATS & AUDIBLES

Stats (1–4)	
Audibles	

DEPTH CHART

A blank backup means the position is exposed. The count of exposed positions is your Exposure Score.

ROLE	NAME	COULD THEY RUN IT FOR THREE WEEKS? WHAT IS MISSING?
Starter Owns the position now		
Backup Covers if the starter is out		
Developing Next in line		

That's one rep. Want every position on paper? **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