THE THREE-LAYER SYSTEM

WHY THIS PLAY

You hold yourself to a bar your team doesn't even know exists. You outwork everyone, then quietly resent them for not keeping up. But you never said the standard out loud, so they've been performing to an invisible line and guessing at where it is. The frustration you feel is a communication failure, not a talent problem. This play takes the standard out of your head and puts it in the room where they can meet it.

THE CONCEPT: VALUES > STANDARDS > BEHAVIORS

Most businesses have values on a wall that nobody follows. A value tells you what you believe, but belief alone doesn't drive behavior. It needs two layers underneath to become real. The Value is what you believe. The Standard is what you expect, the belief translated into a specific line anyone could repeat back. The Behaviors are what you enforce, the observable actions that prove the standard is being held. Values are what we believe. Standards are what we expect. Behaviors are what we enforce.

THE STEPS

1. **Write down the top three standards you hold but have never said out loud.** The bars you measure people against silently.
2. **Pick one. Trace it up to the value underneath it:** the belief that makes it matter to you.
3. **Translate it into one sentence anyone on your team could repeat back.** Specific, not "we work hard." Something real.
4. **Write two or three observable behaviors that prove it's being held.** Actions you could watch someone do or not do.
5. **Say it to your team this week:** "This is what I expect. This is what it looks like. This is how we'll measure it."

ONE LAYER, BUILT OUT (MATT'S)

Value: Preparation.

Standard: Every person walks into every meeting, call, and client interaction having done the work. No winging it.

Behaviors: Agenda sent 24 hours before every meeting. Client history reviewed before every call. Weekly numbers updated before Monday morning.

FIRST WIN: THE NEXT 7 DAYS

Name one standard, build its three layers, and say it out loud to your team this week. The moment it leaves your head, they can finally meet it.

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YOUR THREE LAYERS

Start with the standard you've been holding silently. Trace it up to the value, then down to the behaviors that prove it. Build one row fully before you add more.

VALUE (WHAT YOU BELIEVE)	STANDARD (WHAT YOU EXPECT, ONE SENTENCE)	OBSERVABLE BEHAVIORS (WHAT YOU ENFORCE)

SAYING IT OUT LOUD

The one I'm sharing first	
Who I'm telling, and when	

If this standard has been drifting for months, own the shift first: "I let this drift. That's on me. The standard starts here, and I'm holding it from now on, starting with myself." That honesty earns you the right to enforce it.

That's one rep. Want every standard clear to your team? **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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