0031 A Note On Directness

This is direct.

Not aggressive. Not harsh. But direct — in a way that may feel uncomfortable if you've spent time in the usual hospitality leadership content. Most of it is indirect by design. It softens the diagnosis to protect the reader's feelings. It validates before it challenges. It wraps hard truths in so many layers of encouragement that by the time you reach the point, you've forgotten it was a point at all.

The Operator's Playbook doesn't do that.

If something in your operation isn't working — if you're misreading your Guest, misusing your cast, misallocating your resources, or building on a foundation that won't hold — this work will say so. Plainly. Without the performance of encouragement that makes the medicine easier to swallow but less likely to work.

That's not aggression. That's respect. The operator who is serious enough to be here deserves a straight answer, not a reframe.

If the directness feels aggressive at first, sit with it. The discomfort is usually the part that's useful.