0035 Who This Is For

The Fundamental Preface · https://kb.jeffreysummers.com/docs/0035-who-this-is-for/

If you are a restaurant operator, The Operator's Playbook was written for you. That sentence sounds simple. It is not.

It was written for the operator who is struggling and knows it — who is watching the numbers move in the wrong direction, who is working harder than they have ever worked and producing less than they ever have, who cannot name the problem but feels it in every shift.

It was written for the operator who is succeeding and doesn't know why — whose dining room is full, whose reviews are good, whose cast shows up, but whose business is more fragile than it looks. The operator who has been running on momentum they didn't build and won't recognize as borrowed until the day it stops.

It was written for the operator who just lost one. Who closed the doors, handed back the keys, and is still trying to understand what actually happened. The Operator's Playbook is the post-mortem and the roadmap in one place. You did not fail because you couldn't cook or couldn't hustle. You failed because nobody gave you the framework before the failure made it necessary.

It was written for the operator who hasn't opened yet — who is in the planning stage, who is about to make a series of decisions that will determine the next five years of their life, and who deserves to make them with the full picture in front of them rather than learning what the full picture was after the fact.

It was written for the operator who has been doing this for thirty years and thinks they have seen everything. You probably have. But the business has changed around you in ways that are easy to miss when you are inside it every day. The thinking that built your first success may be the thinking that is limiting your next one.

It was written for the chain manager who wants to go independent — who has spent years executing someone else's playbook and is about to discover that knowing how to run a system is completely different from knowing how to build one.

It was written for the kitchen manager who became an operator by accident — whose talent behind the line was never matched by the business infrastructure the talent deserved. Who hit the

wall that every great kitchen manager hits and had no framework for what was on the other side.

You are in here somewhere. Find yourself in it. Then do the work.

The operator you came from is not the operator you have to stay. That is the only promise The Operator's Playbook makes — and it keeps it.

→ See also: Fundamental 1: Perspective — 1.X The Operator Spectrum

Each operator type arrives at the same destination through a different entry point. The Operator Spectrum names the paths. The fundamentals provide the framework regardless of which path brought you here.