010 The MBA Operator Divide

Perspective Fieldbook · https://kb.jeffreysummers.com/docs/010-the-mba-operator-divide-2/

The Demand

Before tomorrow's shift, pick one number on your P&L and ask whether you're treating it as an input you can move before service, or only reading it as a report after the fact. The MBA moves the lever before the outcome. The operator who wants that same leverage has to bring the math onto the floor, not just into the office after close.

The Work

Pick one number on your P&L:
Are you treating it as an input you can move before service, or only reading it as a report after the fact?
What decision on the floor tonight — before the number gets reported — could move it?
☐ I am managing this number from the spreadsheet
☐ I am managing this number from the room
☐ I am doing both, and here is how they connect:
The lever you will bring onto the floor tomorrow instead of leaving it in the office after close: