# 012 The Operator Who Is Changing Their Own Building

Perspective Book · https://kb.jeffreysummers.com/docs/012-the-operator-who-is-changing-their-own-building/

Every operator who picks up this book and decides Road 2 is the road they want to be on is making a change agent decision. The building they have right now is running Road 1 — or some version of it. The cast has defaults. The Guests have expectations. The culture has grooves worn deep by years of the same patterns. Deciding to change the road is the easy part. Moving the building is the work.

[Change Resistance] is not the enemy. It is physics. The brain that fires reward circuits for familiar routines and threat detection for novelty is doing exactly what it evolved to do. The cast member who resists a new standard is not being difficult. They are being human. The operator who understands this stops fighting the resistance and starts designing against it.

Five levers. Five Perspective decisions before any change reaches the cast:

Clarity — the change that can be stated in one sentence that every cast member can repeat is a change that has a chance. "Leave the jersey better than you found it" turned a cultural rebuild into a daily compass. The change that requires a paragraph to explain will be forgotten before the pre-shift ends. Name it simply. Name it specifically. Name it in language that lives in the building.

Agency — the cast who helped design the change will implement it differently than the cast who received it. The operator who involves key cast members in how the change is implemented — not whether it happens, but how — produces ownership instead of compliance. Compliance executes the change when the operator is watching. Ownership executes it when they're not.

Connection — identify the cast member whose adoption matters most. Not the most vocal. The most respected. The one whose behavior the rest of the cast watches to calibrate what is safe and what is expected. Invest in that person first. Their adoption is worth more than ten pre-shift speeches.

Credibility — the operator who announces a change and then exempts themselves from it has already lost. [Values Dissonance] kills change agent credibility before the cast has decided whether to follow. The operator who models the change first, visibly, consistently, without

exception, is the only change agent who earns the trust to move the building.

Quick wins — name the first visible sign that the change is working and make it visible to the cast before momentum fades. The first Guest who responds to the new standard in a way the cast can see. The first shift that runs differently and everyone feels it. The first week where the numbers move in the right direction. Early evidence that the change is producing what it promised is the most powerful tool the operator has against the gravity of the familiar.

## What Changes Tomorrow

Name the one change you are currently trying to make in your building that is meeting resistance. Run it through the five levers before the next pre-shift. Can every cast member state it in one sentence? Have the right people been involved in how it gets implemented? Have you identified the most respected cast member whose adoption matters most and invested there first? Are you modeling the change yourself, visibly, without exception? Have you named the first visible sign that it's working so the cast can see it before the momentum fades? Five questions. One change. Run them before you walk in tomorrow.

Cross-fundamental note: connects to 3.X — People (the five levers are a People implementation discipline — clarity, agency, connection, credibility, and quick wins are the tools the Lead uses to move culture, not just announce it) and 4.X — Performance (change resistance surfaces at the shift level — the Performance read is where the operator sees whether the change is taking hold or reverting to the default pattern between pre-shifts).