024 The Cost Lens

Perspective Fieldbook · https://kb.jeffreysummers.com/docs/024-the-cost-lens-2/

The Demand

Pick one line item you cut in the last ninety days because it was a cost. Labor hours, training time, marketing spend, a Guest recovery that felt too expensive. Run the question the cost lens never asked: what did that cut produce? Not what did it save — what did it produce? Name the downstream effect on the cast, the Guest, the standard, or the return rate. If the answer is nothing good, that cut was the wrong frame applied to the right problem. The question was never what it costs. It was always what it produces.

The Work

Name one line item you cut in the last ninety days because it was a cost:
What did that cut save?
What did that cut produce — the downstream effect on cast, Guest, standard, or return rate:
☐ The cut produced something good — it removed genuine waste
☐ The cut produced nothing good — it was the wrong frame applied to the right problem
If your business is a direct reflection of you, what does this cut reveal about how you're currently seeing cost?
The question you will ask before your next cut: not what does this cost, but what does this produce?