036 The Cost Read

Perspective Fieldbook · https://kb.jeffreysummers.com/docs/036-the-cost-read-2/

The Demand

The next time a cost line moves, run the read before the decision. Name which of the four signals the cost pressure is actually sending — efficiency failure, procurement gap, pricing confidence failure, or structural pressure. Then name the response that addresses the actual signal. Ask one question before you act: am I subtracting inefficiency or am I subtracting the experience? The first makes the operation stronger. The second makes the Guest's reason to return smaller — and that is a cost that never appears on the P&L until the damage is done.

The Work

Name the cost line that moved most recently:

Which signal is it actually sending?

☐ Efficiency failure

☐ Procurement gap

☐ Pricing confidence failure

☐ Structural pressure

The response you were about to make before running this read:

Are you subtracting inefficiency, or are you subtracting the experience?

The response that actually addresses the real signal, not the reflexive one: