063 Designs for Recovery

Perspective Book · https://kb.jeffreysummers.com/docs/063-designs-for-recovery/

The operator who builds a plan that assumes nothing will go wrong has not built a plan. They have built a wish.

Every shift will produce errors. Some will be small — a missed table check, a ticket that ran long, a side that arrived cold. Some will be significant — a double-booking, a kitchen failure, a cast member who doesn't show. None of them are avoidable in aggregate. All of them are manageable in how they are handled.

The Perspective discipline of [Embedded Repair]: design for recovery before the shift requires it. Not as pessimism — as readiness. The operator who has thought through the most likely failure modes and decided in advance how they will be handled is not catastrophizing. They are doing Perspective work. The failure that arrives inside a designed response is managed. The failure that arrives without one is a crisis.

Three Perspective decisions the operator makes before the shift about recovery:

What failures are likely tonight? Not every possible failure — the three most probable given the cast, the cover count, the daypart, and the conditions. The Saturday night with a new host and a full book has different likely failure modes than the Tuesday lunch with a veteran cast and light covers. Perspective is reading the specific night, not the abstract shift.

What is the reset signal? The cue that tells the cast the ship has gone off course and it is time to recover — not to assign blame, not to conduct a post-mortem, but to reset and move forward. The pre-established signal that means "acknowledge, adjust, go" removes the hesitation that turns a recoverable error into a compounding one.

What does recovery look like for the Guest? Not for the operation — for the Guest who experienced the error. The repair that serves the operation and neglects the Guest has not repaired the experience. [Embedded Repair] at the Perspective level includes the Guest-facing recovery standard, not just the operational one.

What Changes Tomorrow

Before tomorrow's shift, name the three most likely failure modes given tonight's specific conditions — the cast you have, the cover count, the daypart. Set the reset signal. Decide what Guest-facing recovery looks like for each one. Write it down or say it in the pre-shift. The failure that arrives inside a designed response is managed. The one that arrives without one is a crisis. Design the response before you need it.