081 Embrace Change

Perspective Book · https://kb.jeffreysummers.com/docs/081-embrace-change/

Restaurants are dynamic environments. The market moves. Your Guest base shifts. Your competitors make moves. Your costs fluctuate. Your team evolves. Your concept needs to grow with all of it.

The operators who get stiff — who treat their systems and their model as finished products that don't need revisiting — don't fail dramatically. They just slowly become irrelevant.

Change isn't disruption. Change is forward motion. And if you embed it as a value — not a poster slogan, but an actual operating value you hire for, reinforce in your culture, and hold the line on — everything shifts.

Your team stops resisting new ideas because resistance to change violates a stated value of the organization. You stop making the same menu decisions, the same service model, the same hiring calls year after year because "that's how we've always done it." You stop seeing every new challenge as a threat and start seeing it as an input.

The operators who build the most durable businesses are the ones who are perpetually dissatisfied with the status quo — not in a way that's chaotic or exhausting, but in a way that's hungry. They're always asking what's next. What's better. What can we do differently now that we couldn't do six months ago.

That's a value. Name it.

You cannot manage change. By the time you are managing it, it has already happened and you are playing catch-up. The operator who is ahead of change is watching where Guest expectations are moving before Guests can articulate them. They are asking what the experience needs to look like next year, not explaining why last year's model stopped working. Change is not your enemy. Being behind it is.

What Changes Tomorrow

Tomorrow, treat change as an operating value you get ahead of, not a slogan you post on the wall. Name one shift already happening in your market that you haven't yet moved on, and take the

first step before it forces your hand.