# 087 The Culture the Operator Is Actually Building

Perspective Book · https://kb.jeffreysummers.com/docs/087-the-culture-the-operator-is-actually-building/

The operator who believes they are building a culture of transparency and then gets visibly frustrated when someone surfaces a problem has not built a culture of transparency. They have built a culture where transparency is claimed and punished — and every cast member who witnessed that moment learned the real rule.

[Micro-Moments] in the Perspective fundamental is the operator's read of what culture they are actually building — not what they intend to build. The intention is visible in the values deck. The actual culture is visible in the accumulated weight of how the operator shows up in the moments nobody planned.

The question the operator has to ask is not "what culture do I want?" but "what are my micro-moments teaching?"

Every day the operator produces dozens of micro-moments — the way they respond to the first problem of the shift, the tone they use in the pre-shift when they are stressed, the way they receive a cast member's idea, the pause they take before responding to a difficult question, the look they give when something goes wrong. Every one of those is teaching the cast something about what is actually true in this building.

The Perspective discipline: once a week, the operator reviews one micro-moment from the previous week and asks whether it taught what they intended. Not the big moments — the small ones. The glance that dismissed an idea without the operator realizing it. The clipped response that installed a fraction of fear. The genuine acknowledgment that deposited trust in a way the operator didn't notice. The micro-moments are the culture. The review is the discipline that keeps them intentional.

## What Changes Tomorrow

This week, name one micro-moment from last night's shift — a small interaction, a tone, a shortcut someone took — and ask what it actually reveals about the culture you're building, not the one you intend to build. The culture you have is the sum of your micro-moments, not your mission

statement. Pick one to change tomorrow.