2270 Product The HLadder as Product Design

Product Fieldbook · https://kb.jeffreysummers.com/docs/2270-product-the-hladder-as-product-design/

The Demand

Tonight, ask your closing manager the diagnostic question directly: what did the system do for a Guest today that you didn't personally have to intervene to make happen? Do not accept an answer about what your best people did — you need what the system produced on its own. Based on that answer, name the actual rung your architecture occupies, not the one you aspire to.

The Work

Your closing manager's answer to: what did the system do today that nobody had to personally intervene to make happen:

Based on that answer, your honest current rung — H^{-}, H^{1}, H^{2}, or H^{3}:

Evidence for H^{-} in your operation — any small cruelties that have become architectural outputs rather than individual failures:

Evidence for H^{1} — steps and scripts present, Guest processed efficiently but not connected to:

Evidence for H^{2} — warmth that depends on who's working, and disappears when your best cast member calls in:

Evidence for H^{3} — connection, recognition, or recovery that the system produces even when you are not watching:

Is your full-service pricing currently matched by full-service architecture, or are you charging H^{1} prices while running H^{-} — your honest answer:

The one design move — not a motivation project — you will start this week to move one rung: Connection Floor, experience arc, role design, tool configuration, or standards and training: