2310 Fieldwork Run One Shift on Road 2

Product Book · https://kb.jeffreysummers.com/docs/2310-fieldwork-run-one-shift-on-road-2/

Reading the architecture is not the same as running it.

The operator who has read this cluster knows what Road 2 Product looks like. The operator who has run one shift inside it knows something different — the resistance, the cast's initial discomfort with intentionality, the moments where the old habits reach for the old responses, and the moments where the architecture holds and something genuinely different happens at a table.

The gap between knowing and running is where most migrations stall. This section closes that gap with one assignment.

The Hospitality Lab

Pick one high-traffic shift this week and declare it a Hospitality Lab.

High-traffic is not accidental. The Hospitality Lab runs on a busy shift because that is when the old architecture is most tempting and the new one is most tested. A quiet Tuesday proves nothing. A Friday dinner rush that holds the Connection Floor on every table proves the architecture can run under load.

The Three Moves

Remove one piece of gimmickry. Before the shift, identify one tool, promotion, or behavior currently running in the operation that subtracts — that buys attention the operation couldn't earn, removes a human from a touchpoint where the human adds value, or holds a standard that has compressed below what the Guest should receive. Remove it for this shift. Not permanently — for this shift. Notice what the cast does in the space where the gimmick was. Notice what the Guest receives instead.

Install one Connection Floor behavior. Before the shift, name one specific observable behavior that every cast member will deliver in every Guest interaction during this shift. Not a feeling — a behavior. "Within 30 seconds of the Guest sitting down, the server makes eye contact, uses a welcoming phrase, and waits for the Guest to signal readiness before speaking again." Run

it. Correct it in real time when it doesn't happen. Reinforce it when it does.

Capture three hospitality moments. During the shift, the operator or manager watches for three moments where a cast member delivered something beyond the floor — a recognition, a recovery, a connection that wasn't scripted. Name them at the end of the shift. Tell the cast member what you saw and why it mattered. These three moments are the proof of concept that the architecture can produce what the cluster describes.

The Reflection

After the shift, the operator and the team answer four questions:

What did removing the gimmick reveal about what the operation actually delivers without it?

Where did the Connection Floor behavior hold and where did it break? What caused the breaks?

What were the three hospitality moments and what produced them — individual cast member or architectural condition?

What is one standard, script, or policy that needs to change before the next shift to make the architecture easier to run?

These questions are not a debrief exercise. They are the diagnostic instrument for the next move in the migration. The answers tell the operator what the operation's current architecture actually produces when it is asked to produce something different.

What Changes Tomorrow

Schedule the Hospitality Lab before you close this section. Not "sometime this week" — a specific shift, a specific date, a specific cast. Architectures are run, not read. The migration does not begin when the operator finishes the book. It begins when the operator runs the first shift inside it.