2315 Diagnostic Which Road Is Your Product On

Product Book · https://kb.jeffreysummers.com/docs/2315-diagnostic-which-road-is-your-product-on/

The H-ladder places the operator architecturally. This diagnostic makes the placement specific.

Read each statement. Score it 1 to 3: 1 = rarely or never, 2 = sometimes, 3 = consistently.

1. Most of our cast training time is spent on steps and sequences — what to do and when — rather than on how the Guest should feel at each step.

2. When I am not in the building, the standard of Guest interaction drops noticeably.

3. We have added promotions, discounts, or technology in the last twelve months to drive traffic we were not earning on our own.

4. A Guest who visits frequently is recognized and treated differently than a first-time Guest — not because of a loyalty program, but because the cast knows them.

5. When a Guest has a difficult moment — wrong order, long wait, cold food — the cast handles it without coming to find me.

6. Our service sequence is designed around task completion and table turns. We have not redesigned it around the Guest's experience of the visit.

7. We have a specific, observable minimum standard for every Guest interaction that every cast member can state from memory.

8. The tools we use — reservation platform, POS, loyalty system — were configured by the vendor, not by us against a named hospitality capability we were trying to amplify.

9. A Guest who has been coming for two years feels that this operation knows them — not just their order, but them.

10. Under cost pressure in the last year, our response was to reduce something the Guest receives rather than to sharpen what we deliver.

Scoring

Statements 1, 2, 3, 6, 8, 10 — Road 1 indicators. Higher scores here = stronger Road 1 architecture.

Statements 4, 5, 7, 9 — Road 2 indicators. Higher scores here = stronger Road 2 architecture.

Read your scores against the H-ladder:

If your Road 1 indicators score higher than your Road 2 indicators across the board — you are at H^1 or below. The architecture is running the operation. You are not running the architecture.

If your Road 2 indicators score higher on 4 and 9 but your Road 1 indicators still dominate 1, 2, and 6 — you are at H^2. The hospitality is real. The system is not producing it yet. You are.

If your Road 2 indicators score consistently at 3 and your Road 1 indicators score consistently at 1 — you are building toward H^3. The architecture is beginning to hold without you.

The honest read

This diagnostic does not produce a number that lets the operator off the hook. A mixed score is not evidence that the operation is balanced — it is evidence that the operation is inconsistent. Inconsistency is an H^2 condition at best. At H^3, the standard holds.

The score is not the destination. The score is the current architectural address. The migration starts from wherever that address honestly is.

What Changes Tomorrow

Score statements 2 and 7 first. Statement 2 tells you whether the system or the person is delivering hospitality. Statement 7 tells you whether the Connection Floor exists. If statement 2 scores 3 and statement 7 scores 1, you already know the first move: design the floor.