2500 Product The Product That Produces Conflict

Product Fieldbook · https://kb.jeffreysummers.com/docs/2500-product-the-product-that-produces-conflict/

The Demand

Before your next product change that will meet resistance — a menu cut, a pricing shift, a service standard — name the position your kitchen manager or server is arguing and then dig for the interest underneath it: the craft, the relationship, the fear being protected. Do not concede the position. Address the interest in how you implement the change. Decide this week how you will introduce the next resisted decision so the interest is acknowledged even though the product changes anyway.

The Work

Name the product decision currently producing resistance in your building:

The position your kitchen manager or server is arguing:

The interest underneath that position — craft, reputation, relationship with Guests, fear of being blamed, or something else:

Rate how far apart the position and the interest actually are once named, 1-5, where 1 is nearly identical:

How you have been addressing this so far — the position, or the interest — Position or Interest:

What acknowledging the interest would look like in how you implement the decision, without changing the decision itself:

The specific way you will introduce this change this week so the cast implements it rather than undermines it: