2770 The Product Standard That Drifted While the Operator Wasnt Looking

Product Book · https://kb.jeffreysummers.com/docs/2770-the-product-standard-that-drifted-while-the-operator-wasnt-looking/

The operator who says the standard is non-negotiable and then accepts a plate that doesn't meet it because the kitchen is backed up. The operator who says the Guest experience is the priority and then rushes the turn on a table that isn't ready to leave. The operator who says the menu is built on quality and then approves a cost-cut that changes the product without changing the description.

Each of those is a Product-level [Values Dissonance] moment. The stated value holds. The actual signal contradicts it. The cast receives the signal.

The kitchen manager who watches the operator accept a substandard plate under pressure has learned something: the standard is conditional. The server who watches the operator rush a table that isn't ready has learned something: the Guest experience yields to operational pressure. The cast member who sees the quality cut while the menu language stays the same has learned something: what the building says and what the building does are different things.

[Values Dissonance] in the Product fundamental compounds through cast learning. Every time the operator's behavior contradicts the stated standard, the cast updates their understanding of what the standard actually is. Not the written standard — the real one. The one that gets enforced under pressure. The one that determines what happens when nobody is watching.

The Product discipline: audit the gap between the stated standard and the actual execution on a regular cadence. Not when something goes wrong — regularly. The question is not "did we maintain the standard tonight?" It is "where did we accept less than the standard tonight and call it justified?" The honest answer to that question is the gap. The gap is where [Values Dissonance] lives in the product.