3030 The Cast Holds the Arc

People Fieldbook · https://kb.jeffreysummers.com/docs/3030-the-cast-holds-the-arc-2/

The Demand

At your next pre-shift, you tell the cast one specific thing about the expectation the Guest is arriving with tonight — not what to do, what the Guest came in expecting. If you skip this, your cast keeps executing the [Trust Arc] blind, delivering the sequence correctly while breaking trust they never knew was on the table.

The Work

1. Before your next pre-shift, identify one concrete signal about tonight's Guests: a reservation note, a repeat booking, an event, a pattern from last week. Turn it into one sentence about what that Guest is expecting.
2. Deliver that one sentence at pre-shift. Do not give instructions on what to do differently. Give the cast the expectation and let them run the arc themselves.
3. After the shift, ask two cast members what they noticed about whether the table's expectation was met. Compare their answers to what actually happened at those tables.
4. Repeat this at every pre-shift this week. Track whether the cast starts naming Guest expectations on their own without being prompted.

By the end of this week, your pre-shifts include one Guest-expectation beat every single time — not a task list, the first beat of the arc your cast has to close.