3045 The Cast That Runs the Cycle

People Fieldbook · https://kb.jeffreysummers.com/docs/3045-the-cast-that-runs-the-cycle-2/

The Demand

This week, you replace "did I complete the task" with cycle questions in how you talk to your cast about every table. If you keep training task completion only, your cast keeps making deposits and withdrawals into every Guest's attitude account without knowing they are managing an account at all — and the misses compound invisibly.

The Work

1. Pick three cycle questions to use this week: "How did that table's effort level feel?" "What emotion do you think they carried out the door?" "What expectation did we set, and did we deliver to it?"
2. Ask one of these questions to a cast member after at least one table, every shift this week. Not as a quiz — as the actual debrief.
3. Listen for whether they can answer in cycle language — perception, expectation, attitude — or whether they default to task language: did I bring the food, did I refill the drink.
4. For any cast member who defaults to task language, walk them through one specific interaction from the shift and translate it into a cycle answer yourself, out loud, so they hear the difference.
5. Name the attitude account explicitly at least once this week: tell the cast that the small miss they think is minor is a withdrawal, and the small win they think is ordinary is a deposit.

By the end of this week, you have asked cycle questions after real tables on every shift, not just talked about the concept once in a meeting.