3070 A Level Talent

People Fieldbook · https://kb.jeffreysummers.com/docs/3070-a-level-talent-2/

The Demand

This week, you stop posting and start looking. A level talent is not on job boards and will not respond to a want ad — if you wait for them to come to you, you have already lost the competition for that person to the operator who went and found them.

The Work

1. Ask every A level cast member you currently have one question this week: who is the best person you've ever worked alongside? Write down every name.
2. Ask one industry contact — a distributor rep, a vendor, another operator — who is the best person they've seen in a specific role in your market. Not "do you know anyone looking." That exact question.
3. Identify one Guest who works in hospitality elsewhere or clearly understands the business from the inside. Have a real conversation with them this week about people they rate highly.
4. Visit one competing operation you respect and watch the cast work. Note anyone whose standard is immediately visible. Introduce yourself before you leave.
5. Maintain a B level floor across your current cast this week — identify anyone performing below it and address it directly. A level talent will not stay where the floor is not held.
6. Review your last exit conversation with a strong departing cast member. If it was not handled with integrity, repair it this week — that person is talking to the next A level candidate you haven't met yet.
7. If an A level candidate is available on a short timeline only, take them anyway. Do not pass on a temporary standard-setter because the tenure is short.

By the end of this week, you have had at least three real conversations aimed at finding A level talent — not posted a single job listing.