3105 Training Is Broken

People Fieldbook · https://kb.jeffreysummers.com/docs/3105-training-is-broken-2/

The Demand

This week, you identify one thing your cast is doing that you have been calling training when it is actually standard-setting, and you coach it instead of explaining it. If you keep treating standard-setting as training, you build a document nobody references instead of a habit that shows up when nobody is watching.

The Work

1. Pick one task your cast already knows how to do in general — greeting, taking an order, carrying plates. Identify how you currently teach it: a manual, a checklist, a shadow shift.
2. Rewrite it as standard-setting: not "how to greet," but "how we greet here, for our Guests, at our standard." Be specific to your building.
3. Deliver it as coaching this week: demonstrate it in person, on the stage, with a real cast member, instead of handing over a document.
4. Watch that cast member repeat the behavior on their own within the same shift. If they do not, coach it again in the moment — correction, recognition, and teaching happen live or they do not happen.
5. Calculate what one departure costs you right now using your own numbers: training investment lost, replacement cost, disruption. Use that number to justify the time you spend coaching this week instead of delegating it to a document.

By the end of this week, you have replaced at least one training document with one live coaching interaction on the stage.