3135 Anybody Can Train You Only Someone Who Cares Can Develop You

People Book · https://kb.jeffreysummers.com/docs/3135-anybody-can-train-you-only-someone-who-cares-can-develop-you/

Training is transactional. It transfers information — how to operate the POS, how to run a tray, how to break down the line at close. Training is necessary. It is not sufficient.

Guests don't want to be treated like Guests. They want to be treated like people. That distinction is not a soft skill — it is the hardest skill in the building to develop and the one most operators never train for at all. Steps of service can be memorized in a shift. The orientation toward another person that makes a Guest feel like a person instead of a transaction takes months to build — and only works if you hired someone who already had it in them.

Development is different. Development requires someone to understand where you are, where you could be, and care enough about the gap to do something about it. It requires attention, patience, and the willingness to have uncomfortable conversations on behalf of someone else's growth. You cannot outsource that to a training manual or an onboarding checklist. It requires a person.

Every dollar you invest in developing your cast is a dollar and a half you don't have to spend getting Guests back through the door. Development is not just a people investment — it is a marketing investment. The operation with a developed cast retains Guests. The one without it spends to replace them.

Most operators train. Very few develop. The difference shows up in your retention numbers, in your bench depth, in whether your best people stay or leave the moment something better appears. People stay where they are growing. They leave where they are only being maintained.

In one review, I documented an operation where no Coaching methodology of any kind was utilized to develop staff performance. Direction only. Do this. Don't do that. Service and production issues were treated as negative events — mistakes to be corrected — never as opportunities for better process understanding or performance improvement.

Formal, positive reinforcement of staff was never observed during any moment of the visit. Not once.

The result was predictable. Staff morale was low. Communication was poor. Execution was inconsistent. And the Guests experienced exactly what you would expect from a team that had never been Coached toward anything better: mediocrity maintained.

If You Can Buy It Off a Shelf, It Ain't a System

Generic service training from an outside vendor produces generic service. Every operator who buys the same program gets the same system and standard — regardless of their concept, their market, their Guest base, or their culture. That is the definition of sameness applied to the one place operators cannot afford sameness: the Guest interaction. The operator's service system has to be built from the inside out — from the specific Guest they serve, the specific cast they have, the specific standard they hold. It cannot be purchased. It can only be built.

The question is not whether you have a training program. It is whether you have leaders in your building who care enough to develop the people under them. Training produces compliance. Development produces capability. You need both — but only one of them builds the business long term.