3145 Real Knowledge vs Chauffeur Knowledge

People Fieldbook · https://kb.jeffreysummers.com/docs/3145-real-knowledge-vs-chauffeur-knowledge-2/

The Demand

This week, you identify which of your cast members have chauffeur knowledge — people who can recite the standard but freeze when the shift goes sideways — and you start closing that gap before the next rush exposes it in front of a Guest.

The Work

1. List your cast by station. Next to each name, mark whether their knowledge is real (built through reps, adapts when something breaks) or chauffeur (recitation only, untested under pressure).
2. For every cast member marked chauffeur, schedule one coaching rep this week: put them in a live situation slightly past what they have handled before, and stand close enough to debrief it immediately after.
3. Run the debrief as a conversation, not a correction: what happened, what did you read, what would you do differently. Do not hand them the answer before they attempt one.
4. Do this again next week with a different cast member. Chauffeur knowledge does not convert in one session — it converts shift by shift, correction by correction.

By Friday, you have run at least one live coaching rep with a cast member whose knowledge you flagged as recitation only.