3185 The PeertoManager Break Point

People Fieldbook · https://kb.jeffreysummers.com/docs/3185-the-peertomanager-break-point-2/

The Demand

Before your next internal promotion takes their first shift in the new role, you hold a deliberate one-on-one naming the relationship change out loud. If you skip this conversation, the new lead will try to stay everyone's friend, standards will drift within six weeks, and you will be the one wondering why the promotion is struggling.

The Work

1. Identify your next internal promotion — line cook to kitchen manager, server to floor lead, whichever role is changing hands next.
2. Schedule a one-on-one before their first shift in the new title. Not a performance review. Not a passing comment during service.
3. In that conversation, name explicitly: the relationship has changed, not because they are a different person, but because their responsibility is different. Their job is no longer to be liked by the people they work with. Their job is to make them better.
4. Tell them directly: on the nights when being liked and holding the standard conflict, the standard wins. That is what the title means.
5. Check in with the new lead after their first week. Ask specifically whether they have held a standard with someone who used to be a peer. If they have not, that is the early signal of the break point failing.

Before their first shift in the new role, you name the peer-to-manager break point out loud, so the promotion does not unravel silently over the following six weeks.