3185 The PeertoManager Break Point

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

The most dangerous promotion in your operation is not the one you make from outside. It is the one you make from within.

When you promote your best line cook to kitchen manager, or your best server to floor lead, you have just created a new leader who has to hold accountable the same people they were laughing with last week. The same person who covered their section when they were slammed. The same person who knows every shortcut they take and every standard they bend.

Most of them fail — not because they don't know the job, but because no one told them the relationship changed the moment the title did.

The new kitchen manager who tries to be everyone's friend is not leading. They are avoiding the discomfort of authority while wearing its title. The cast reads it immediately. Standards drift. The people who respected them as a peer stop respecting them as a lead because the lead won't hold the line. And the operator who made the promotion without managing the transition wonders six weeks later why the standards have slipped and the new manager is struggling.

The transition has to be named out loud. Not in a performance review. Not in passing. In a deliberate one-on-one before the first shift in the new role.

Here is what that conversation has to include: the relationship has changed, not because you are a different person, but because you now have a different responsibility. Your job is no longer to be liked by the people you work with. Your job is to make them better. Those two things are not the same, and on the nights when they conflict, the standard wins. That is what the title means.

Chipotle built an entire program around this transition — Buddy to Boss — because they understood that the peer-to-manager break point is where most internal promotions fail. It is not a personal failure. It is a predictable structural moment that requires a deliberate leadership intervention. Give it one, or watch the promotion unravel.