3200 The Cast You Cant Develop From A Dashboard

People Fieldbook · https://kb.jeffreysummers.com/docs/3200-the-cast-you-cant-develop-from-a-dashboard-2/

The Demand

In your next service, you read one cast member's execution live for thirty consecutive minutes instead of waiting for the performance report to tell you what already happened. If you keep developing cast from reports instead of reads, you are coaching verdicts to people who have already moved on to the next shift, and the report will keep telling you the what without ever telling you the why.

The Work

1. Pick one cast member for your next shift. Not the one with the worst numbers — the one you have not personally read closely in a while.
2. Watch their section for thirty consecutive minutes. Read their execution of the verb: their read of the table, their timing, their judgment calls — not their numbers.
3. Name one specific moment where their read was right. Be precise about what they saw and how they adjusted.
4. Name one specific moment where their read was wrong. Be precise about what they missed and what the correct read would have caught.
5. Have that conversation with them before the end of the shift, while the moment is still live, not at a scheduled review.

In your very next shift, you read one cast member for thirty minutes and deliver both named moments before they clock out.