3200 The Cast You Cant Develop From A Dashboard

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

Cast development does not happen on a spreadsheet. It happens on the stage, in real time, in the moments where the cast member is executing the verb and the read catches whether they are executing it well or approximating it. The operator who develops cast from performance reports is developing cast from verdicts — from what already happened, to a cast member who has already moved on to the next shift. The operator who develops cast from the live read is developing cast from what is happening now, in the moment it can still be shaped.

The report tells the operator that table turns are slow. The read tells the operator why — the server in section two is executing the sequence correctly but reading the table wrong, rushing a table that wants to linger and losing the check average as a result. Those are not the same information. One is a variance. The other is a development conversation. The variance produces a correction. The development conversation produces a better cast member. The correction comes from the report. The development comes from the read.

The alternative position is that performance data drives better development decisions — that objective metrics remove bias from cast evaluation and produce fairer, more consistent development. That position produces cast members who know their numbers and do not know how to read a room. Numbers are not the read. Numbers are what happens after the read either ran or didn't. The cast member who can read a room and adjust in real time produces better numbers without ever looking at a dashboard. The cast member who manages to the dashboard without the read produces numbers that hide what is actually happening at the table.

[The Primary Read] in People means the operator reads cast performance live — in service, at the table, at the seam, at the moment of execution — and develops from what the read surfaces, not from what the report confirms later. The pre-shift brief is informed by last shift's read. The coaching conversation is grounded in a specific moment the operator witnessed. The development is real because the read was real. Cast developed from reports are managed. Cast developed from reads are grown.

What changes tomorrow: in your next service, pick one cast member and read their execution for thirty consecutive minutes. Not their numbers — their read of their section, their Guests, their timing, their judgment calls. At the end of the shift, name one specific moment where their read was right and one where it was wrong. Have that conversation. That is cast development. The report never produces it.