3205 Training Ladder

People Fieldbook · https://kb.jeffreysummers.com/docs/3205-training-ladder-2/

The Demand

This week, you write down your Training Ladder as a formal progression — cast member to trainer to lead — instead of relying on the informal version where whoever is available gets pulled up. If you keep running the informal version, you stay permanently at the mercy of whoever shows up, instead of building the bench that lets your operation grow and absorb turnover.

The Work

1. Write out the three rungs in your building: cast member, trainer, lead. Name the distinct verb at each rung — executes, trains, leads.
2. For each rung, write down the demonstrated mastery required to move up from the rung below it. Be specific, not general.
3. Audit your current informal promotions from the last six months. Identify anyone who was moved up because a gap opened, not because they had demonstrated the rung below.
4. Pick one cast member currently ready for the next rung and start them on the formal path this week — not just a title change, the actual development sequence for that rung.
5. Post the ladder somewhere your cast can see it. A ladder nobody knows exists cannot motivate anyone to climb it.

This week, you convert your informal promotion habit into a written Training Ladder and put one cast member on it formally.