3205 Training Ladder

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

The operation that develops its own people does not depend on the job market. The operation that does not is permanently at the mercy of whoever shows up.

The Training Ladder is the operator's answer to that dependency. It is the formal progression from cast member to trainer to lead — each rung with its own verb, each rung earned by demonstrated mastery of the one below it. The ladder is not a career path. It is a construction sequence. The operation builds the people it needs instead of hoping to find them.

Most operations have an informal version of this already — certain people get asked to help train, certain people get moved into lead roles when a gap opens. The informal version produces inconsistent results because it depends on who is available rather than who has been developed. The formal version produces a bench. The bench produces an operation that can grow, absorb turnover, and maintain its standard without the operator having to personally hold every role.

The ladder runs in one direction. Cast member learns the work and masters it. Trainer learns to transmit the work and masters that. Lead learns to lead the people who do the work and masters that. Each step is a different verb from the one below it. The cast member executes. The trainer trains. The lead leads. None of those verbs is the same work at higher volume — they are categorically different disciplines requiring separate development.

Pairs with: [Each Rung Is Its Own Verb], [No Skipped Rungs], [Mastery Game], [Cast Trainer], [Train-The-Trainer Gate], [Coaching Ladder]