3240 Building the Culture That Produces Real Team Work

People Fieldbook · https://kb.jeffreysummers.com/docs/3240-building-the-culture-that-produces-real-team-work-2/

The Demand

Run your next pre-shift with kitchen and floor cast together, opening with the one goal — create the Guest — instead of covers, specials, or the night's challenges. If you keep managing the default culture you inherited, you get the default's outcomes: the FOH/BOH division, individual accountability as the primary standard, and cooperation as the exception instead of the expectation.

The Work

1. Run your next pre-shift with the full cast, kitchen and floor together, not separately.
2. Open it with the one goal: the Guest who walks out having experienced something worth returning for. Name it explicitly, not as a slogan.
3. Name one outcome from the last shift that required both sides of the building to produce — a recovery, a rush handled cleanly, a difficult table turned around. Be specific about who did what.
4. Ask the cast directly what would have happened if either side had not held their standard that night.
5. Pick one practical move to start dissolving the [By Design Or By Default] FOH/BOH division this week: a deliberate cross-training pairing, or naming a joint outcome in the next post-shift instead of a generic good job.
6. At the leadership level, name one place this week where a leader is accountable for an outcome outside their own domain — build in one moment of joint accountability across the kitchen and floor boundary.
7. Hold the handoff — the pass, the expo, the runner — as a joint accountability point in your next debrief, not a blame point.

This week, you run one unified pre-shift that opens with the one goal and names one joint outcome the whole building produced together.