3275 The TenMinute Close

People Fieldbook · https://kb.jeffreysummers.com/docs/3275-the-tenminute-close-2/

The Demand

You schedule ten minutes at the end of every shift you and your hire are both in the building, starting this week, and you hold it every single time — not only when something goes wrong. If you only show up in the hire's domain when there is a problem, you turn your presence into an alarm system, and the hire will start hiding problems instead of surfacing them.

The Work

1. Set the fixed time and length — ten minutes, end of shift — and put it on both calendars this week. Do not let it float or get skipped when the shift ran smooth.
2. Run the same four-part agenda every time. Calls made: the hire walks you through the decisions they made in their domain, for visibility, not approval. You listen. They own the narrative.
3. Differences: name any call you saw differently, here and only here — never in the moment, never in front of the cast. Ask one question: did the outcome meet the documented standard in the [Scope Handoff Document]? If yes, your preference is not a standard. If no, enforce and document it.
4. Standards updates: add any real standard that surfaced but was not written down. Strike any preference that was pretending to be a standard.
5. Shift read and Coaching: have the hire surface what they tracked, then share what you saw — framed as your lens, not a correction.

By the end of this week, you have run [The Ten-Minute Close] after every shared shift, on schedule, whether or not anything went wrong.